

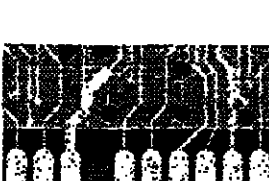
الشرق الأوسط



Environmental law  
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Japanese financial  
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Tomorrow's Weekend FT  
London special: even the pubs  
are losing their character



# FINANCIAL TIMES

Friday March 27 1992

EUROPE'S BUSINESS NEWSPAPER

D 8523A

## Ukraine may rethink pledge to remove N-arms

A proposal for Ukraine to retain nuclear weapons as a bargaining chip so that cuts could be achieved in the arsenals of other ex-Soviet republics is among confidential plans drawn up by the Ukrainian parliament's defence committee.

The proposals suggest that Ukraine should rethink its pledge to remove all strategic weapons by the end of 1994. They are likely to cause further misgivings in the west and exacerbate strains between Kiev and Moscow. Page 16

**Call for more cuts in US interest rates**  
Further reductions in US interest rates are needed to ensure recovery from recession, the joint economic committee of Congress said in its annual economic report. It predicts a sluggish economic recovery later this year, with fears about job security continuing to restrain consumer spending. Page 6

**Japan price probe** Japan's Fair Trade Commission launched an investigation into alleged domestic price fixing by subsidiaries of four leading electronics companies, Matsushita Electric Industrial, Toshiba, Sony and Hitachi. Page 4

**UK election row** The main issues in the UK general election were driven off the agenda by a row over who leaked the name of the sick child featured in a controversial political broadcast by the opposition Labour party. The Conservatives and Labour vied to take the high moral ground by each charging their opponents with abusing a family's privacy for their own political ends. Page 16; Election reports, Pages 8-9; Joe Rogaly, Page 14

**Ciba-Geigy profits rise** Switzerland's largest chemical group reported a 24 per cent rise in annual post-tax profits to Sfr1,280bn (\$853m), with strong performances from the agriculture and pharmaceuticals operations. Page 17

**Tyson jailed** Former world heavyweight boxing champion Mike Tyson was sentenced to six years in prison for the rape of a beauty queen.

**CSCE peace moves** Foreign ministers from the 51-nation Conference on Security and Co-operation in Europe agreed in principle that the CSCE should be given a peace-keeping capability. Page 3

**German growth seems** Economic growth in west Germany would rise to 3 per cent next year after growth of only 1 per cent in the current year, Deutsche Bank's chief economist predicted. Page 2; Sales to eastern Europe fall, Page 2

**Daf losses deepen** The Dutch truck group plunged deeper into loss last year with a net deficit of Fl 94.5m (\$312m) compared with a loss of Fl 228m a year earlier. It is seeking a capital injection of up to Fl 300m. Page 17

**Air fares slash** EC transport ministers agreed in principle to grant airlines the freedom to set fares from next year. Page 2

**Wellcome, UK pharmaceuticals group**, reported a 34.8 per cent rise in half-yearly pre-tax profits to £244m (\$422m). Turnover at the prescription and consumer healthcare businesses rose by 27 per cent. Page 17; Lex, Page 16

**Swire Pacific**, Hong Kong-based aviation, property and trading group, boosted net profit in 1991 by 26 per cent to HK\$3.08bn (\$398m), helped by a big increase in earnings from rental income and industrial businesses. Page 19

**S Korea pact agreed** South Korea's Democratic Liberal party regained a shaky grip on power by persuading two independents to join the party, giving it a bare majority following Tuesday's National Assembly election. Page 4

**Car ballot doubts** Authorities in Amsterdam may not act on a ballot in which residents voted for strict measures to cut car traffic in the city because of the low turnout. Just under 27 per cent of voters took part in the ballot. Page 3

**Greenpeace arrests** The French navy arrested Greenpeace anti-nuclear protesters after they entered a military exclusion zone around the Mururoa Atoll nuclear test site in the South Pacific.

**Horse-trading** The US lost another bit of its "heritage" to a foreigner when Calumet Farm in Lexington, Kentucky, perhaps the most famous name in thoroughbred horse racing, was sold at a bankruptcy auction for \$17m to a Polish-born aircraft broker who lives in the Bahamas. Page 16

**Cricket deaths** At least five people were killed by stray bullets when cricket fans in Pakistan celebrated their country's World Cup victory over England by firing weapons in the air.

## £177m deal proves Tiny Rowland is 'irreplaceable,' claims chairman Libya buys Lonrho hotel stake

By Roland Rudd and Mark Nicholson

LONRHO, the international trading conglomerate, has sold to Libya a one third stake in the group's Metropole Hotels for £177m (\$306m) in spite of the continuing western outcry over Libya's alleged involvement in terrorism.

Mr René Leclercq, chairman, told a noisy annual general meeting of Lonrho that the Libyan deal had been masterminded by Mr "Tiny" Rowland, Lonrho's chief executive.

But Lonrho refused to say whether the deal, flamboyant even by Mr Rowland's standards, was clinched in a personal meeting between Mr Rowland and Colonel Muammar Gaddafi, the Libyan leader. The sale has worried some of Lonrho's institutional investors.

The deal between Lonrho and the Libyan Arab Investment Company was signed as Libya faces the growing possibility of economic sanctions and the possibility of asset seizures over its alleged role in bombing of the Pan American airline in 1988.

Mr Leclercq said: "The deal was Mr Rowland's personal achievement. It was his deal. Not many people could have even followed Mr Rowland round while he did the deal." He added that Mr Rowland's contacts with African leaders illustrated why he was irreplaceable in the group.

Mr Leclercq criticised the press for subjecting Lonrho to a "perpetual and misleading campaign of hysteria". He added: "Let the jackals bark, the caravan carries on". Lonrho's share price fell 8p to 95p yesterday.

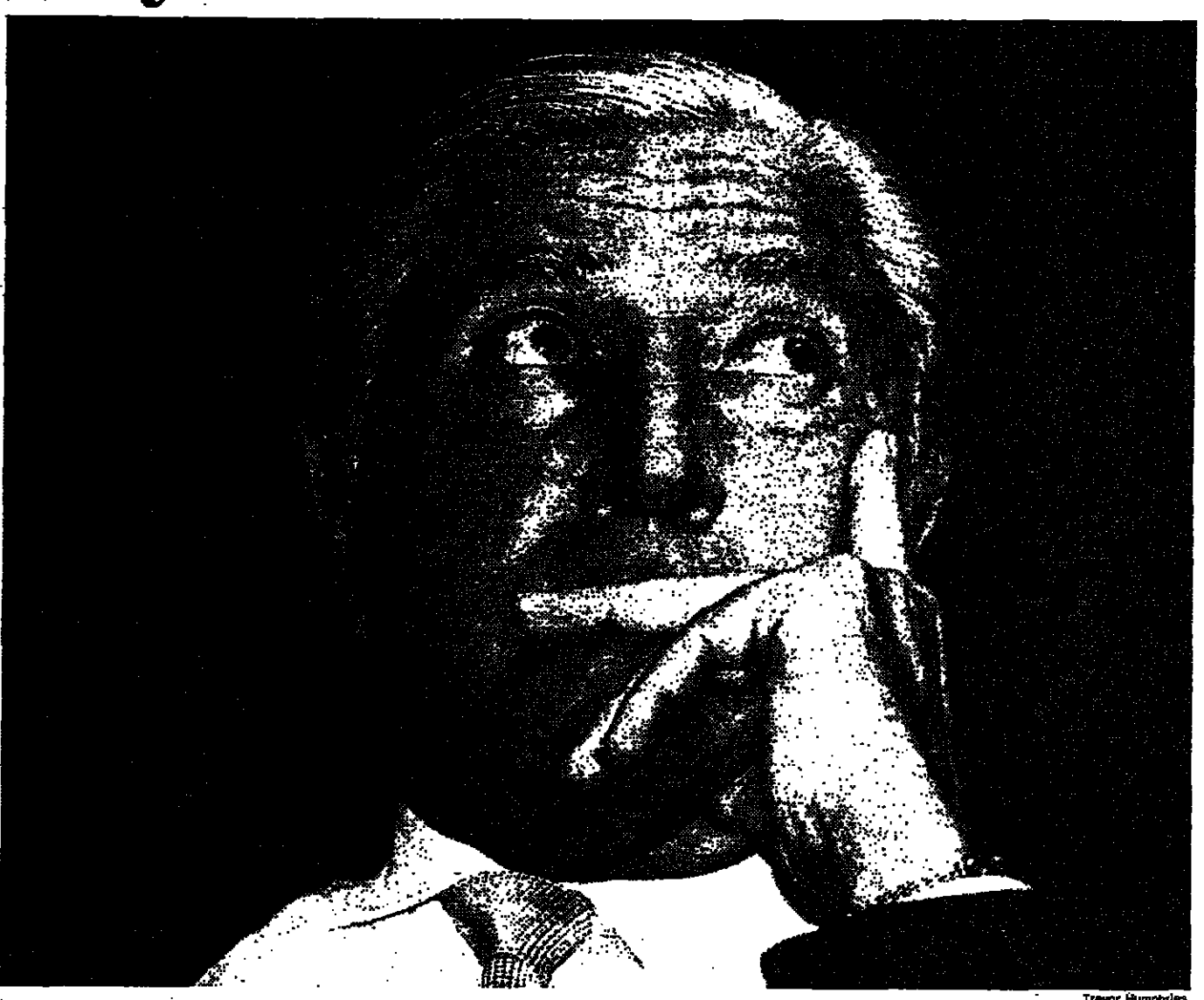
While there are no immediate plans in the UN to press for a freeze on Libyan assets, the US has since 1986 barred American companies and individuals from dealing with Libyan owned or controlled institutions.

The US Treasury's Office of Foreign Assets Control, which enforces the ban, said it would seek further information on the Metropole deal before deciding whether the hotel chain would be included on the list of 60 proscribed Libyan businesses.

Mr Paul Spicer, Lonrho's deputy chairman, said checks with certain organisations had been made before the deal was signed. He confirmed that the £177.5m from the Libyans had already been banked by Lonrho.

Asked about the concern expressed by institutional shareholders, Mr Spicer replied: "I refuse to debate ethics. This is a business deal. Not one single shareholder objected to it. Our institutional shareholders understand the deal because they are businessmen."

Arab bankers and businessmen in the City close to Libyan affairs



Desert dreams: Lonrho chief executive "Tiny" Rowland during yesterday's annual meeting of the company in London

claimed the Metropole share purchase was purely commercial. But one Arab businessman said: "The timing will puzzle everyone". Libya's decision to purchase the Metropole stake appears the more baffling given that Tripoli has for the last few months been shifting up to \$30m of its liquid overseas assets out of Britain and other European centres towards friendly Middle Eastern institutions - apparently to protect the assets from a possible freeze.

The state-run Libyan Arab Foreign Investment Company, which has only three offices outside Tripoli - in Malta, Athens and Rome - is Libya's main vehicle for its non-bank overseas assets. The bulk of Libya's other non-liquid European assets are oil-related, lying mainly in petroleum distribution networks in Italy and Switzerland.

Libya has in the past few months also bought several hotels in Egypt and some office blocks in London.

Lonrho's institutional shareholders yesterday expressed their "uneasiness" about the timing of the deal given the intense pressure on Libya from the US, France and Britain over its alleged complicity in terrorist bombings of two airliners in 1988 and 1989.

The sale values the Metropole Hotels at £531m, which is around £300m more than most analysts believed they were worth. Mr Mike Smith, conglomerate analyst at Robert Fleming Securities, said the deal valued the Metropole Hotels' 2,650 rooms at £200,000 each. "We thought they were worth about half that," he added.

Lonrho will continue to control the hotels, most of which are in Africa and the UK, by appointing six of the eight directors.

Mr Leclercq said: "Our aim is to reduce gearing to between 50 and 55 per cent (from 70 per cent) by the 30 September this year. We will continue to dispose judiciously of some assets."

Arab bankers and businessmen in the City close to Libyan affairs

## West rejects new offer by Libya on suspects

By Mark Nicholson, Middle East Correspondent

LIBYA was diplomatically marooned last night over its alleged role in the bombing of Pan Am flight 103 after the west rejected yet another proposal from Tripoli and the Arab League said it had suspended attempts to mediate.

Arab diplomats in Tunis reported that Libya's latest offer entailed handing over the two suspects in the 1988 Lockerbie

bombing wanted by the US and Britain for trial, but on condition that they were not interrogated in either country.

Tripoli reportedly proposed that the pair should be interrogated either by the United Nations or a UN body.

Mr Boutros Boutros Ghali, the UN secretary general, last night rejected the proposal while repeating his demand that Libya supply a written declaration that

Continued on Page 16

## Germany halts arms supply to Turkey

By Quentin Peel in Bonn

GERMANY yesterday suspended supplies of military equipment to Turkey, its Nato partner, and bitterly criticised the government in Ankara for its attacks on Kurdish settlements in the south-west of the country.

Mr Hans-Dietrich Genscher, foreign minister, called on the European Community to condemn the Turkish actions, which he described as in "total contravention" of the Helsinki Final Act, and contrary to its commitments as a member of Nato and the Conference on Security and Co-operation in Europe.

The sharp confrontation comes only days after Mr Helmut Kohl, the German chancellor, bluntly rejected an appeal by President George Bush to support full Turkish membership of the European Community. Officials in Bonn said the German leader did not disguise his opposition to the Turkish membership application, and observers said that the latest dispute can only strengthen German resistance.

"Everyone is opposed to Turkish membership, but no one dares say so publicly," a senior official said. Germany instead is pushing for EC enlargement negotiations to include up to five members of the European Free Trade Association - Austria, Sweden, Finland, Norway and Switzerland - and three east European countries - Czechoslovakia, Hungary and Poland - before Turkey is considered.

German outrage at the Turkish operations against the Kurds has been stoked by alleged evidence that military equipment supplied by Bonn from the former East German army has been used in the raids, and by a Turkish accusation that Germany was harbouring terrorists from the PKK Kurdish nationalist movement.

The arms suspension was announced yesterday in a formal government declaration, demanding an answer on whether and how armaments supplied by Germany had been used in the military operations. Germany also reminded Turkey "that the requirements of the relevant agreement make it clear that this material may be used exclusively by the Turkish armed forces to defend itself against an armed attack on the Nato treaty area".

Background, Page 2

## 'Clot-busters' found less safe than 30-year-old heart drug

By Clive Cookson, Science Editor, in London

A DRUG introduced 30 years ago is a safer treatment for heart attacks than two heavily promoted new "clot-busters" costing five to 10 times as much, according to a clinical trial which the organisers at Oxford University say is the largest in the history of medicine.

Final results of the Isis-3 trial, involving 46,000 heart attack patients in 20 countries, are published in the Lancet, the British-based medical journal today. They are likely to make a big impact on the highly competitive market for clot-dissolving drugs.

They show that streptokinase, whose patent protection has long expired, saves lives as effectively as its two high-tech competitors, Apasac and tPA, made by the Anglo-American SmithKline Beecham and Genentech of the US respectively.

When combined with aspirin, all three drugs reduce heart attack mortality by half. "But streptokinase is safer, with both tPA and Apasac causing significantly more strokes from bleed-

ing into the brain," Isis-3 concluded.

Genentech has most to lose from the survey. Last year's sales of tPA (trade name Activase) were worth \$185m - 38 per cent of the company's total revenues. Its share of the US market for clot-dissolving drugs fell from two-thirds to half, after preliminary results from Isis-3 were released a year ago.

The full report today emphasises more strongly the increased risks from tPA and Apasac. According to Dr Rory Collins, Isis-3 co-ordinator, US hospitals could save many as 400 strokes a year by prescribing streptokinase instead of tPA.

Prof Desmond Julian, medical director of the British Heart Foundation, the leading heart charity, praised Isis-3. "We feel that the size of the trial is of immense importance and so is its independence from specific drug companies," he said.

"Isis-3 is likely to have a very substantial effect on the choice of drug for heart attack patients. But Mr Kirk Raab, Genentech chief executive, said yesterday:

"We continue to believe that the Isis-3 findings are irrelevant to our product and to standard prescribing patterns for thrombolytic [clot-dissolving] therapy in the US."

Genentech and SKB say Isis-3 did not test their products under the most appropriate conditions.

According to SKB, Eminase - its trade name for Apasac - saves lives because it can be given to patients more quickly and easily than streptokinase.

Genentech points out that the tPA used in Isis-3 was not Activase but a version made by Wellcome of the UK.

Although Wellcome abandoned its tPA in 1990 after a court ruled that it infringed Genentech's patent, the US company says the two are not clinically identical.

Genentech is paying \$55m to support another clinical comparison called Gusto, with 40,000 patients, which will compare Activase and streptokinase. Its results are due next year.

Meanwhile the streptokinase supplier, Kabi Pharmacia and Astra of Sweden and Hoechst of Germany, are gearing up new sales campaigns based on Isis-3.

US LUNCHTIME RATES	
Federal Funds	4.3%
3-mo Treas Bill	4.87%
Long Bond	7.89%
Yield	7.89%
LONDON MONEY	
3-mo bank bill	10.75% (10.75%)
Life long gilt	10.75% (10.75%)
STOCK INDICES	
FT-SE 100	2,472.3 (+7.3)
Yield	3.28
FT-SE 100 Div	1,148.25 (+1.72)
FT-A All Share	1,182.64 (+0.24%)
Nikkei	18,985.49 (+541.29)
NEW YORK LUNCHTIME	
Dow Jones Ind Ave	2,271.47 (+12.08)
S&P Composite	498.82 (+1.50)
NORTH SEA OIL (Apsac)	
Brent 15-day (Mar)	118.025 (17.525)
GOLD	
New York Comex Apr	\$341.1 (341.3)
London	\$342.7 (341.5)
Tokyo open	¥ 128.2

STERLING	
New York lunchtime	\$ 1.7248
London	£ 1.7255 (1.7251)
DM	2.8225 (2.8275)
FF	6.7075 (6.6875)
FF	2.21 (2.2075)
Y	238.75 (231.0)
£ Index	86.1 (near)
DOLLAR	
New York lunchtime	DM 1.8625 (1.8625)
DM	1.8625 (1.8625)
FF	1.9155 (1.9055)
Y	133.9 (133.35)
£ Index	86.1 (near)
YEN	
London	DM 1.8625 (1.8625)
DM	1.8625 (1.8625)
FF	1.9155 (1.9055)
Y	133.9 (133.35)
£ Index	86.1 (near)

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**By John Lloyd in Moscow**

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**By Quentin Peel in Bonn**

Mr Paul Quilès, French transport minister, said the EC

It was largely agreed that exemptions could be made, to take account of the environment, regional development, congestion, and promotion of

Though Brussels has in the past year approved substantial government capital injections for Air France and Sabena, the struggling Belgian flag airline, for example, officials insist they will not stand by if competition becomes more between taxpayers than airlines.

**By David Waller in Berlin**

## Exports to

"For the short term, the outlook is bleak," Mr. Walter said. "It is moderately good for the second half. A good chance

The Bundesbank was unlikely to relax its tight monetary policy until early June, by which time the central bank should be prepared to let money market rates drop by half a percentage point. A cut in the key Lombard rate would not happen until next year.

**By Quentin Peel in Bonn**

At the same time east European sales to Germany fell by 10 per cent to

DM32.9bn.  
German exports to the former Soviet Union fell more than 35 per cent to DM18.2bn and imports from the former Soviet Union by 20 per cent to DM14.6bn.

Economics Ministry revealed that Hermes-insured export credits to the former Soviet republics were still blocked because of failure to agree with Russia on counter-guarantees.

Mr Lorenz Schomerus, head of the ministry's external trade department,

As a result, German exports to Russia and other former Soviet republics, already subject to a DM5bn ceiling on export credits, have come to a virtual standstill since January.

Mr Schomerus said "intensive negotiations" were being reopened and would continue in Moscow next week.

**By John Murray Brown  
in Ankara**

Historically, Germany has been Turkey's main European ally. The two fought together in the First World War.

Many guest-workers, perhaps 400,000, are of Kurdish origin. They provide much of the financial support for the separatist Kurdish Workers party whose political wing operates openly in Germany. Ankara has called on Bonn to ban their activities.

Yesterday's crisis follows television reports from southeast Turkey showing Turkish security forces using old east German armoured vehicles to attack Kurdish demonstrators. Most worrying for Ankara is the linking of this issue to Turkey's EC membership.

**By Virginia Marsh in  
Bucharest**

Mr Roman's reformist government was dismissed in September 1991 by Mr Blescu following three days of miner-led strikes, but, until now, Mr Roman has managed to retain titular party leadership.

But Mr Roman's position looks increasingly vulnerable and party sources say his su-

who was a founding member of the NSF in December 1989 following the overthrow of the Ceausescu regime, has held several meetings of party leaders in the past month.

Under the Romanian constitution, the president is supposed to be above party politics.

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# DKB ECONOMIC REPORT

March 1992: Vol. 22, No. 3

## Economy Decelerates While Growth in Prices Tends Downward

Capital investment, one of the two major forces which led Japan's economic expansion, is now decisively slackening. Outlook of the other, personal consumption, is therefore drawing attention to predict future course of the nation's economy.

### Personal Consumption Remaining First

A look at domestic sales statistics generates concern. Retail sales are increasing at a slower rate, although an increase in household expenditures has accelerated. There are several causes for this discrepancy.

First, retail sales include purchases by corporations and sales to this sector slowed considerably when the "bubble" collapsed. Excluding the corporate-sector retail sales<sup>1</sup>, personal consumption grew at a rate comparable to the growth rate of household spending (Figure).

Second, sales of services scored a high rate of growth<sup>2</sup>, sustaining an increase in the total household spending (Figure).

Looking ahead, a slowdown in growth of household incomes seems inevitable in light of the business slowdown. On the other hand, a likelihood of continuing stable prices presents a favorable factor, since it will prevent a sizable decrease in real income.

Under these circumstances, growth in spending in the service sector will not diminish substantially, continuing to bolster the firmness in personal consumption in the coming months.

### Deceleration in Capital Investment Intensifies

Corporate investment as a source of major concern. Shipments of capital goods declined by a sharp 3.5% in the October-December quarter of 1991 after the scoring a 0.3% year-to-year gain in the previous quarter.

Such leading indicators as machinery orders have continued sliding down-

ward. Capacity utilization also edged down. These, combined with worsening corporate profits, suggest that a further slowdown in equipment investment is probable.

Inventory accumulation of manufactured goods indicates that inventory investment is also likely to enter an adjustment phase. An 11.7% inventory increase was posted in the October-December quarter of 1991 from a year before.

Housing investment is also slackening, although the slowdown in construction of owned houses is apparently bottoming out attributable to declines in interest rates on housing loans. Moreover, a sign of slight recovery in construction of houses for rent was seen in late last year. However, starts of houses built for sale are expected to remain sluggish for a while because of stock adjustment pressures.

### Price Growth Diminishes

Rise in domestic wholesale prices has continued to slow, marking a zero growth in the October-December quarter of 1991 compared with a year ago. Major underlying reasons include the economic slowdown, stable crude oil prices at low levels and the yen's rise against the dollar.

The rate of increase in consumer prices also dropped to 2.9% in the October-December 1991, despite the fact that prices of perishable foods soared during the period.

Stable wholesale prices helped hold down the rate of price rises in general products. While the fact that general service prices are remaining at a high level against a backdrop of persistent labor shortage causes a concern, the general trend of consumer prices is heading downward in all likelihood.

With prices rising more slowly and the economic deceleration deepening, there will be heightened hopes among business owners for lower interest rates.

These items likely to be greatly influenced by corporate demand, such as automobiles and certain other "sundry" items including art works, were excluded from the retail sales. The percentage weight of automobiles is 9.4 and the certain other "sundry" items 30.3 against 100 for overall retailers.

<sup>2</sup>This includes dining-out, house and land rents, insurance premiums and medical expenses, transportation and communication costs, tuition fees, staying-out charges and ceremonial costs.

### Firm Spending on Services

Notes: 1. All figures are year-to-year percentage changes.

2. Sales likely to be greatly affected by corporate demand, such as automobiles and certain other "sundry" goods (which include art works), are excluded from the total sales.

Sources: Ministry of International Trade and Industry  
Management and Coordination Agency

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The next DKB monthly report will appear April 24.

# CSCE agrees principle of peace-keeping

By Robert Mauthner  
in Helsinki

FOREIGN Ministers from the 11-nation Conference on Security and Co-operation in Europe wound up a three-day ministerial session yesterday with wide agreement on the principle that the CSCE should be given a peace-keeping capability.

But Mr Paavo Vayrynen, the Finnish foreign minister, said differences had to be ironed out over the nature of the forces to be used in peace-keeping operations.

This is one of the main issues on the agenda of senior officials, who will meet for the next three months to work out a blueprint for strengthening the CSCE's capacity to deal with the many European crises and conflicts of the post-cold war era. Their work will be crowned by a full-scale summit in Helsinki at the beginning of July.

Delegates said that, while there was general agreement that the CSCE was the best forum for taking the political decisions on whether peace-keeping forces were needed to settle conflicts in Europe, there was still no consensus on whether the organisation should have its own peace-keeping forces, as Mr Hans Dietrich Genscher, the German foreign minister, has proposed.

The view of the US, Britain and several other delegations is that the CSCE does not have a military function and that peace-keeping forces should be provided, at the request of the CSCE, by other more specialised organisations such as Nato, the nine-nation Western

European Union or the United Nations.

Mr Vayrynen indicated that such a solution had not been ruled out by anyone. But his own government's position, shared by a number of other countries, was that the CSCE members should each earmark national contingents for use in CSCE peace-making operations when called upon to do so.

The problem of the transcaucasian enclave of Nagorno-Karabakh, a conflict which might well require a CSCE decision to send peace-keeping forces in the near future, was again the subject of a sharp exchange between the Armenian and Azerbaijani representatives. Their statements demonstrated that the contentious issue of Nagorno-Karabakh participation in the 10-nation CSCE peace conference, due to be held in Minsk at a date yet to be decided, was far from settled, in spite of Tuesday's agreement by the disputing parties to attend.

Mr Raffi Hovannisian, the Armenian foreign minister, reiterated his demand that Nagorno-Karabakh should be represented separately and independently at the conference.

But Mr Albert Salamov, Azerbaijan's deputy foreign minister, insisted that the enclave's delegates could not attend as the representatives of the so-called parliament of Nagorno-Karabakh, elected after a referendum last December on independence, which Azerbaijan has declared null and void. They could only represent Nagorno-Karabakh's two ethnic communities, he said.

# Poll casts doubt on Cresson's future

Ian Davidson on the possible 'fall guy' in France's imminent government reshuffle

SPECULATION on an imminent change of government in France, already acute after the humiliating defeat of the ruling Socialist Party in last Sunday's regional elections, has assumed extra intensity after tantalising hints dropped on Wednesday evening by Prime Minister Edith Cresson.

In an impromptu exchange with TV reporters, Mrs Cresson asserted that there would be a government reshuffle, though she was unable to say how far it would go or when it would take place.

Asked about her own future, Mrs Cresson gave an even more Delphic reply. "There will be," she said, "some day, a change of prime minister. What day? I cannot tell you that either."

The plausible inference is that there is likely to be a government reshuffle quite soon, probably next week after the second round of the cantonal elections on Sunday. But Mrs Cresson's profession of ignorance as to the details may have been quite genuine.

Ever since last Sunday's electoral disaster, President Mitterrand has been engaged in intense consultations to assess the full significance of the vote. It is clear that he will respond in some way to the

massive vote of no confidence.

But he may not yet have decided whether he can make do with a limited government reshuffle, to include some of the ecologists whose breakthrough was a notable feature of the protest vote in Sunday's elections; or whether he needs a full-scale change of government, starting with a new prime minister.

Four names are widely canvassed to replace Mrs Cresson, whose record-breaking unpopularity must bear some of the blame for the scale of last Sunday's defeat. Mr Jacques Delors, president of the European Commission, is credited in the opinion polls as the strongest potential socialist candidate in a future presidential election.

Mr Pierre Bérégovoy, the finance minister, can claim the credit for France's successful anti-inflation policy - though some may blame him for the rise in unemployment.

The considerable popularity of Mr Jack Lang, the minister of culture, appears unaffected by the discredit of his prime minister and his party. And the unusually serene smile with which, on Wednesday evening, he denied all knowledge of a change of government, has only intensified speculation that he might be

Mrs Cresson's successor.

Finally, there is Mr Jean-Louis Bianco, the non-party social affairs minister. In nine years as secretary-general to the presidency, he proved his impressive administrative abilities; in the regional elections he out-performed most of the card-carrying Socialists; and the unquestioned credibility of his concerns for grass-roots social issues must be an asset in a new-look government.

Before making up his mind, President Mitterrand will wait to see what happens in today's inaugural sessions of the 22 newly elected regional councils when they elect the council presidents (equivalent to regional chief executives).

The conservative opposition parties used to control 19 of the 22 regions, and they did better than any other single party on Sunday. But their share of the vote was eroded by the surge by minority parties, and they will only be able to retain control through coalitions. A key test of Sunday's vote, therefore, will be whether they succumb to the temptation to form alliances with the extreme right-wing National Front, despite solemn undertakings not to do so.

This dilemma may put considerable strain on the alliance between the two component



Edith Cresson: record-breaking unpopularity

parties in the conservative Union pour la France (UPF), the centre-right UDF umbrella grouping led by former President Valéry Giscard d'Estaing, and the RPR Gaullist party led by Mr Jacques Chirac.

President Mitterrand will want to refine his judgment of

the regional elections still further by waiting for the second round of voting on Sunday in the cantonal elections. Here the Socialists are likely to do less badly than in the regional elections, because the majority voting system favours larger parties.

# Amsterdam may not act on car ballot

By Ronald van de Krol

AMSTERDAM'S citizens showed so little enthusiasm for Wednesday's non-binding referendum on the future of car traffic in their city centre that the authorities may not act on the slim majority of the ballot.

Just under 27 per cent of the 600,000 eligible voters turned out for the referendum, the first in the city's history. Of these, 59.9 per cent favoured halving inner-city parking spaces and other measures to cut car traffic 60 per cent by the end of the 1990s.

The referendum gave residents the choice between existing policies, which aim to achieve a more gradual decline in car traffic, and a more radical plan virtually to ban most cars from the canal-lined city centre.

Amsterdam's city politicians say they will consider the views of those who voted but the limited response has reduced pressure on them to ban cars immediately. The council decided to hold the referendum as a way of reversing the widespread apathy seen in the 1990 municipal elections.

## NEWS IN BRIEF

# Yugoslavia urges prompt UN action

Bomb blasts and shooting rocked Bosnia-Herzegovina yesterday as Yugoslavia urged the United Nations to speed up deployment of its peace-keeping force, Reuter reports from Belgrade.

At least 30 people have been killed this week in an upsurge of violence in Bosnia and Croatia, that has caused concern that the arrival of the UN peace-keeping force could be delayed.

In Helsinki, Yugoslavia urged special envoy Cyrus Vance and secretary-general Boutros Boutros Ghali to arrange for the main part of the UN's 14,000-strong peace-keeping force to arrive before the planned starting date of April 5.

## Ice cream battle heats up

The men from Mars may face melt-down in the German ice cream market, writes Christopher Parkes in Bonn. Langnese-Iglo and Schöller, which dominate the local impulse-ice trade, are not going to give up control without a fight.

They yesterday accepted an initial European Commission finding that their exclusive sales deals with retailers - which effectively froze Mars, Bounty and Milky Way ice cream bars out of most German shops - broke EC competition rules.

However, both groups pointed out that they still retained their most important marketing weapon: the right to stock their own products in their own freezers.

## NOTICE OF RESOLUTION

JAPAN AIR LINES COMPANY, LTD.  
(Nippon Koku Kaisha Ltd) (the "Company")  
U.S. \$42,150,000 10 7/8 per cent.  
Scheduled Bonds due 1998 (the "Bonds")

NOTICE IS HEREBY GIVEN, that the following Bonds of the Company, in the aggregate amount of \$3,550,000 have been drawn for redemption on April 28, 1992 (the "Redemption Date") for the account of the Sinking Fund at a redemption price (the "Redemption Price") of 100% of the principal amount thereof.

SERIAL NUMBERS OF BONDHOLDERS CALLED FOR REDEMPTION

11	549	1035	1248	2134	2739	3421	3478	4538	5080	5993	6280	6760	7264	7679
18	570	1051	1551	2139	2749	3430	3990	4542	5094	5646	6198	6750	7302	7854
21	581	1054	1567	2146	2759	3440	4000	4552	5104	5656	6208	6760	7312	7864
24	584	1057	1580	2169	2776	3457	4018	4587	5139	5699	6252	6814	7424	7968
27	592	1060	1593	2194	2787	3467	4028	4590	5142	5700	6255	6816	7374	7926
30	595	1063	1606	2207	2792	3477	4038	4599	5151	5703	6258	6819	7377	7927
33	598	1066	1609	2210	2795	3480	4041	4593	5145	5706	6261	6822	7379	7928
36	601	1069	1612	2213	2798	3483	4044	4596	5148	5709	6264	6825	7382	7931
39	604	1072	1615	2216	2801	3486	4047	4599	5151	5712	6267	6828	7384	7932
42	607	1075	1618	2219	2804	3489	4050	4602	5154	5715	6270	6831	7387	7935
45	610	1078	1621	2222	2807	3492	4053	4605	5157	5718	6273	6834	7390	7938
48	613	1081	1624	2225	2810	3495	4056	4608	5160	5721	6276	6837	7393	7941
51	616	1084	1627	2228	2813	3498	4059	4611	5163	5724	6279	6840	7396	7944
54	619	1087	1630	2231	2816	3501	4062	4614	5166	5727	6282	6843	7399	7947
57	622	1090	1633	2234	2819	3504	4065	4617	5169	5730	6285	6846	7402	7950
60	625	1093	1636	2237	2822	3507	4068	4620	5172	5733	6288	6849	7405	7953
63	628	1096	1639	2240	2825	3510	4071	4623	5175	5736	6291	6852	7408	7956
66	631	1099	1642	2243	2828	3513	4074	4626	5178	5739	6294	6855	7411	7959
69	634	1102	1645	2246	2831	3516	4077	4629	5181	5742	6297	6858	7414	7962
72	637	1105	1648	2249	2834	3519	4080	4632	5184	5745	6300	6861	7417	7965
75	640	1108	1651	2252	2837	3522	4083	4635	5187	5748	6303	6864	7420	7968
78	643	1111	1654	2255	2840	3525	4086	4638	5190	5751	6306	6867	7423	7971
81	646	1114	1657	2258	2843	3528	4089	4641	5193	5754	6309	6870	7426	7974
84	649	1117	1660	2261	2846	3531	4092	4644	5196	5757	6312	6873	7429	7977
87	652	1120	1663	2264	2849	3534	4095	4647	5199	5760	6315	6876	7432	7980
90	655	1123	1666	2267	2852	3537	4098	4650	5202	5763	6318	6879	7435	7983
93	658	1126	1669	2270	2855	3540	4101	4653	5205	5766	6321	6882	7438	7986
96	661	1129	1672	2273	2858	3543	4104	4656	5208	5769	6324	6885	7441	7989
99	664	1132	1675	2276	2861	3546	4107	4659	5211	5772	6327	6888	7444	7992
102	667	1135	1678	2279	2864	3549	4110	4662	5214	5775	6330	6891	7447	7995
105	670	1138	1681	2282	2867	3552	4113	4665	5217	5778	6333	6894	7450	7998
108	673	1141	1684	2285	2870	3555	4116	4668	5220	5781	6336	6897	7453	8001
111	676	1144	1687	2288	2873	3558	4119	4671	5223	5784	6339	6900	7456	8004
114	679	1147	1690	2291	2876	3561	4122	4674	5226	5787	6342	6903	7459	8007
117	682	1150	1693	2294	2879	3564	4125	4677	5229	5790	6345	6906	7462	8010
120	685	1153	1696	2297	2882	3567	4128	4680	5232	5793	6348	6909	7465	8013
123	688	1156	1699	2299	2885	3570	4131	4683	5235	5796	6351	6912	7468	8016
126	691	1159	1702	2302	2888	3573	4134	4686	5238	5799	6354	6915	7471	8019
129	694	1162	1705	2305	2891	3576	4137	4689	5241	5802	6357	6918	7474	8022
132	697	1165	1708	2308	2894	3579	4140	4692	5244	5805	6360	6921	7477	8025
135	700	1168	1711	2311	2897	3582	4143	4695	5247	5808	6363	6924	7480	8028
138	703	1171	1714	2314	2900	3585	4146	4698	5250	5811	6366	6927	7483	8031
141	706	1174	1717	2317	2903	3588	4149	4701	5253	5814	6369	6930	7486	8034
144	709	1177	1720	2320	2906	3591	4152	4704	5256	5817	6372	6933	7489	8037
147	712	1180	1723	2323	2909	3594	4155	4707	5259	5820	6375	6936	7492	8040
150	715	1183	1726	2326	2912	3597	4158	4710	5262	5823	6378	6939	7495	8043
153	718	1186	1729	2329	2915	3600	4161	4713	5265	5826	6381	6942	7498	8046
156	721	1189	1732	2332	2918	3603	4164	4716	5268	5829	6384	6945	7501	8049
159	724	1192	1735	2335	2921	3606	4167	4719	5271	5832	6387	6948	7504	8052
162	727	1195	1738	2338	2924	3609	4170	4722	5274	5835	6390	6951	7507	8055
165	730	1198	1741	2341	2927	3612	4173	4725	5277	5838	6393	6954	7510	8058
168	733	1201	1744	2344	2930	3615	4176	4728	5280	5841	6396	6957	7513	8061
171	736	1204	1747	2347	2933	3618	4179	4731	5283	5844	6399	6960	7516	8064
174	739	1207	1750	2350	2936	3621	4182	4734	5286	5847	6402	6963	7519	8067
177	742	1210	1753	2353	2939	3624	4185	4737	5289	5850	6405	6966	7522	8070
180	745	1213	1756	2356	2942	3627	4188	4740	5292	5853	6408	6969	7525	8073
183	748	1216	1759	2359	2945	3630	4191	4743	5295	5856	6411	6972	7528	8076
186	751	1219	1762	2362	2948	3633	4194	4746	5298	5859	6414	6975	7531	8079
189	754	1222	1765	2365	2951	3636	4197	4749	5301	5862	6417	6978	7534	8082
192	757	1225	1768	2368	2954	3639	4200	4752	5304	5865	6420	6981	7537	8085
195	760	1228	1771	2371	2957	3642	4203	4755	5307	5868	6423	6984	7540	8088
198	763	1231	1774	2374	2960	3645	4206	4758	5310	5871	6426	6987	7543	8091
201	766	1234	1777	2377	2963	3648	4209	4761	5313	5874	6429	6990	7546	8094
204	769	1237	1780	2380	2966	3651	4212	4764	5316	5877	6432	6993	7549	8097
207	772	1240	1783	2383	2969	3654	4215	4767	5319	5880	6435	6996	7552	8100
210	775	1243	1786	2386	2972	3657	4218	4770	5322	5883	6438	6999	7555	8103
213	778	1246	1789	2389	2975	3660	4221	4773	5325	5886	6441	7002	7558	8106
216	781	1249	1792	2392	2978	3663	4224	4776	5328	5889	6444	7005	7561	8109
219	784	1252	1795	2395	2981	3666	4227	4779	5331	5892	6447	7008	7564	8112
222	787	1255	1798	2398	2984	3669	4230	4782	5334	5895	6450	7011	7567	8115
225	790	1258	1801	2401	2987	3672	4233	4785	5337	5898	6453	7014	7570	8118
228	793	1261	1804	2404	2990	3675	4236	4788	5340	5901	6456	7017	7573	8121
231	796	1264	1807	2407	2993	3678	4239	4791	5343	5904	6459	7020	7576	8124
234	799	1267	1810	2410	2996	3681	4242	4794	5346	5907	6462	7023	7579	8127
237	802	1270	1813	2413	2999	3684	4245	4797	5349	5910	6465	7026	7582	8130
240	805	1273	1816	2416	3002	3687	4248	4800	5352	5913	6468	7029	7585	8133
243	808	1276	1819	2419	3005	3690	4251	4803	5355	5916	6471	7032	7588	8136
246	811	1279	1822	2422	3008	3693	4254	4806	5358	5919	6474	7035	7591	8139
249	814	1282	1825	2425	3011	3696	4257	4809	5361	5922	6477	7038	7594	8142
252	817	1285	1828	2428	3014	3699	4260	4812	5364	5925	6480	7041	7597	8145
255	820	1288	1831	2431	3017	3702	4263	4815	5367	5928	6483	7044	7600	8148
258	823	1291	1834	2434	3020	3705	4266	4818	5370	5931	6486	7047	7603	8151
261	826	1294	1837	2437	3023	3708	4269	4821	5373	5934	6489	7050	7606	8154
264	829	1297	1840	2440	3026	3711	4272	4824	5376	5937	6492	7053	7609	8157
267	832	1300	1843	2443	3029	3714	4275	4827	5379	5940	6495	7056	7612	8160
270	835	1303	1846	2446	3032	3717	4278	4830	5382	5943	6498	7059	7615	8163
273	838	1306	1849	2449	3035	3720	4281	4833	5385	5946	6501	7062	7618	8166
276	841	1309	1852	2452	3038	3723	4284	4836	5388	5949	6504	7065	7621	8169
279	844	1312	1855	2455	3041	3726	4287	4839	5391	5952	6507	7068	7624	8172
282	847	1315	1858	2458	3044	3729	4290	4842	5394	5955	6510	7071	7627	8175
285	850	1318	1861	2461	3047	3732	4293	4845						



## NEWS: INTERNATIONAL

## Libya claims blackmail at International Court

By Ronald van de Krol in The Hague

LIBYA WENT to the International Court of Justice yesterday seeking an emergency injunction to restrain the US and Britain from using force or imposing sanctions in their campaign to get Tripoli to surrender two Libyans alleged to have been involved in the Lockerbie bombing.

In its application, Libya requested that the US and Britain be told to stop "taking any action against Libya calculated to coerce or compel Libya to surrender the accused individuals

to any jurisdiction outside of Libya."

Libya saw "no reason why it should give into this illegal and arbitrary blackmail," Mr Mohammed Al-Fatouri, Libya's ambassador to Brussels, said.

Addressing the court's 16 judges in the main chamber of the Peace Palace, the court's seat in The Hague, Mr Al-Fatouri drew attention to what he called the "progressively more explicit threats" from the US and Britain.

He recalled in court that Libya had

been the target of US air raids in 1988, when the US had linked Libya to the bombing of a Berlin disco frequented by US servicemen.

Professor Ian Brownlie, an Oxford law don speaking on behalf of Libya, described the refusal by high-ranking officials such as President George Bush and Vice-President Dan Quayle to rule out the use of force, coupled with their demands for extradition of the two Libyans, as a "pattern of ultimatums not seen for some decades".

Britain said the case was an

attempt by Libya to ward off UN Security Council-mandated sanctions. Mr Frank Berman, a Foreign Office legal advisor, told the court that the case was "directed at interfering with the function and prerogatives of the Security Council under the United Nations charter".

Professor Rosalind Higgins, counsel for the UK, said Libya's request for provisional measures were too "vague, imprecise and unsuitable" to be ordered by the World Court.

Mr Alan Rodger, solicitor general for Scotland, said Libya's legal rea-

soning was fundamentally flawed. "Libya will say anything, however inconsistent, to postpone the day that it may have to accept responsibility for its actions."

The hearings are expected to continue today but it is likely to take at least several weeks before the court rules on Libya's request for "provisional measures".

The US, Britain and France have already said that they will not wait for the verdict before putting a sanctions resolution before the Security Council.

## UN set to defer sanctions vote to next week

By Michael Littlejohns, UN Correspondent, in New York

THE US Britain and France yesterday resumed their drive for UN-mandated sanctions against Libya, but diplomats said last night that formal debate and a Security Council vote would be deferred until next week.

They brushed aside a report that Colonel Muammar Gaddafi was again offering to turn the accused Lockerbie bombers over to the UN. Mr Boutros Boutros Ghali, the UN Secretary-General, had already rejected that idea, insisting that Libya comply with an earlier Security Council resolution which called for surrendering the alleged terrorists to Britain or the US.

When, earlier this week, Libya appeared willing to let the Arab League take custody of the accused men, Mr Ghali stressed that they still must be transferred to British or American legal authorities - something which Colonel Gaddafi still appears unwilling to do.

Their patience with Colonel Gaddafi now just about exhausted, western delegates said last night that punitive measures were the only recourse.

Delegates on all sides seemed more than confident that a sanctions resolution drafted by the western permanent members would pass by a sizeable majority. The text was still subject to revisions, taking account of some reservations voiced by China and non-aligned members.

Heeding the concerns of Libya's neighbours that sanctions could adversely affect them, the sponsors added a paragraph to the original text promising "special attention for states experiencing 'special economic problems' because of the embargo."

As drafted, the resolution would apply a mandatory ban under the enforcement provisions of the UN Charter on civil aviation links with Libya,

prohibit sales of aircraft, parts and arms and direct governments to end Libyan diplomatic representation in their capitals.

There is no provision on the resolution that might upset Libya's reported acquisition of a big interest in Lomaha.

Libya would have to renounce terrorism and supply



Gaddafi reported offer brushed aside

details about potential terrorists who have received training or arms from Libya.

The resolution would require that "every state has the duty to refrain from organising, instigating, assisting or participating in terrorist acts in another state or acquiescing in organised activities within its territory directed towards the commission of such acts..."

According to Britain and the UN, the planting of a bomb in PanAm flight 103 in December, 1988 causing it to crash as Lockerbie with loss of 270 lives was a terrorist act masterminded by the Libyans.

France has similarly accused Libya of causing the crash of a UTA airliner in Niger nine months later, but has not yet asked formally for the extradition of the suspects.

## Lonrho hotel deal could fall foul of US embargo

THE US is seeking further details on the Lonrho sale of a share of Metropole Hotels to Libya before deciding whether the deal brings the hotel group under the terms of its six-year-old embargo on US dealings with Libyan institutions.

US companies and individuals would be barred from doing business with the hotel chain if the US Treasury's Office of Foreign Asset Control (OFAC) decides the deal brings the hotels under the embargo's terms. Breach of the embargo is punishable by large fines or even prison sentences.

The US ban on dealings with Libyan interests was established in 1986 after US intelligence alleged Tripoli was behind the terrorist bombing of a nightclub in Berlin which killed a US soldier and wounded 60 American citizens.

More than 60 companies are

By Mark Nicholson, Middle East Correspondent

on the OFAC list of proscribed institutions - most of them wholly Libyan owned or controlled.

US officials said yesterday it was unclear whether the state-run Libyan Arab Foreign Investment Company's one-third share of Metropole Hotels was enough to make it count in OFAC's eyes as a Libyan entity.

OFAC blacklisting could bar US citizens from staying in Metropole hotels, mostly in Africa and the UK.

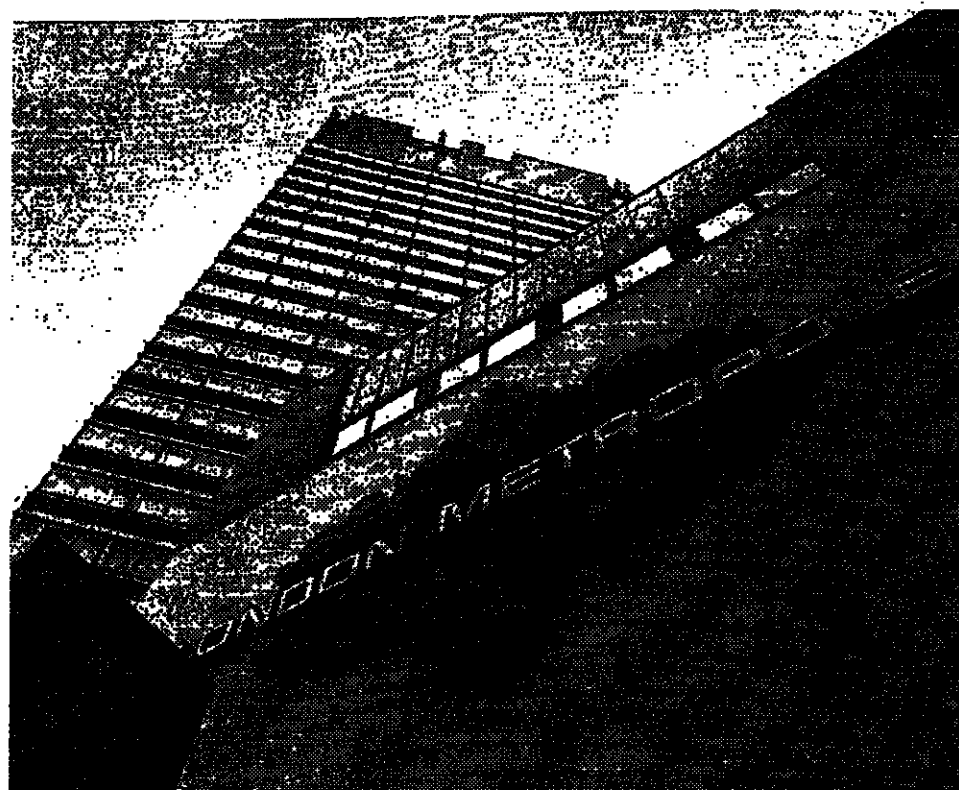
The US is so far the only country barring trade with Libya, although the EC has had an arms embargo in place since 1986 and restrictions gov-

erning the number and movements of Libyan diplomats.

Many observers suggested that Libya's willingness to go ahead with the deal indicated that Tripoli was confident the United Nations would not impose a full trade embargo or freeze on Libyan assets to follow the arms and civil air ban likely soon to be voted upon by the Security Council.

British officials say they will rule out no measures to increase pressure on Tripoli to hand over for trial in the west suspects in the 1988 Lockerbie bombing and that of a UTA airliner over Niger in 1989, but suggest that an assets freeze would by no means be the next step.

Libya has nevertheless shifted up to \$3bn of its liquid assets out of British and other European banks to safer havens in the Middle East.



## UN DRAFT RESOLUTION DETAILS HOW THE PROPOSED SANCTIONS WOULD WORK

Extracts from the draft resolution for UN sanctions against Libya:

The Libyan government must commit itself definitively to cease all forms of terrorist action and all assistance to terrorist groups... [The Security Council] decides that all states shall adopt the measures set out below, until the council decides that the Libyan government has complied. All states shall:

(a) Within 24-hours of the adoption of this resolution deny permission to any aircraft to take off from, land in

or overfly their territory if it is destined to land in or has taken off from the territory of Libya, unless the particular flight has been approved on grounds of urgent humanitarian need;

(b) prohibit, by their nationals or from their territory, the supply of any aircraft or aircraft components to Libya, the provision of engineering and maintenance servicing of Libyan aircraft or aircraft components, the certification of air-worthiness for Libyan aircraft, the payment of new

contracts, and the provision of new direct insurance for Libyan aircraft;

Decides further that all States shall: (a) prohibit any provision to Libya by their nationals or from their territory of arms related material of all types, including the sale or transfer of weapons and ammunition, military vehicles and equipment, paramilitary police equipment, and spare parts for the aforementioned, as well as the provision of any types of equipment, supplies and grants of li-

ensing arrangements, for the manufacture or maintenance of aforementioned;

(b) prohibit the provision to Libya by their nationals or from territory of technical advice, assistance or training related to the provision, manufacture, maintenance, or use of the items in (a) above;

(c) withdraw any of their officials or agents present in Libya to advise... on military matters.

Decides also that all states shall:

(a) significantly reduce the number

and the level of staff at Libyan diplomatic missions and consular posts;

(b) restrict the movement within their territory of all remaining Libyan staff at Libyan diplomatic missions and consular posts;

(c) prevent the operation of all Libyan Arab Airlines;

(d) take all appropriate steps to deny entry to or expel Libyan nationals who have been denied entry to or expelled from other states because of their involvement in terrorist activities.

## Japan's electronics groups face price-fixing inquiry

By Robert Thomson in Tokyo

JAPAN'S Fair Trade Commission has struck at the heart of the country's distribution system, launching an investigation into alleged domestic price fixing by subsidiaries of four leading electronics companies, Matsushita Electric Industrial, Toshiba, Sony and Hitachi.

In the past, the FTC has been condemned by Washington for failing to investigate leading manufacturers' alleged maintenance of high retail prices on the domestic market, allegedly to provide them with profits needed to expand their international market share.

FTC investigators raided distribution subsidiaries of the four companies over the past two days, following claims that they had drawn up price schedules for product discounts. The companies allegedly controlled retailers' advertised discounts to try to lift prices in the face of slowing domestic demand and product oversupply.

It is also alleged that some retailers, who did not abide by the discount schedules, were told that the supply of consumer audio-visual equipment would cease unless they obeyed the distributors' demands.

All four companies confirmed that subsidiaries were co-operating with the FTC, but none would comment on the substance of the allegations. The FTC said an investigation was under way and could take several months.

The investigation comes at a difficult time for Japanese electronics companies, which are expecting sharply lower profits this year because of a downturn in domestic and international demand. The move also highlights the growing role of the FTC, Japan's anti-monopoly body, whose number of formal cease-and-desist orders rose from only five in 1988 to 24 last year.

A rush of new electronics releases on an already weak market has forced heavy discounting within Japan in order to clear old stock, though manufacturers are known to be concerned that excessive discounting could damage their products' image and change consumer perceptions about "acceptable" retail prices.

Prices of video cameras, video-cassette recorders and televisions have fallen by as much as 35 per cent over the past year, creating friction between

specialist discount shops, which offer the largest cuts, and shops tied to manufacturers, which are under pressure to support prices in return for privileged access to products. Eight sales companies run by Matsushita were investigated, and a company spokesman said that "we are taking the investigation very seriously".

Two Toshiba subsidiaries, Toshiba East Japan Home Electronics and Toshiba Central Home Electronics, are also under investigation, as is Hitachi Home Electronics and a Sony subsidiary.

The companies are part of the manufacturing keiretsu groups targeted by US trade negotiators as a structural barrier to imports. US officials say the parent company's control over product distributors leads to agreements, either explicit or implicit, that restrict imported goods' market access.

Hitachi Home Electronics said it abided by anti-monopoly laws and was "not aware" of price restrictions. If the FTC concludes that the companies have attempted to fix prices, it will issue a cease-and-desist order, but will not impose a fine. If that order is ignored, the FTC can launch a criminal action.

## Tokyo sees sharp fall in housing land prices

By Steven Butler in Tokyo

RESIDENTIAL land prices fell in Japan last year by 5.6 per cent, the first decline in 17 years, the National Land Agency said yesterday.

The decline in prices comes after a period in which the Bank of Japan held interest rates high in order to deflate an enormous speculative bubble in asset prices left over from the 1980s.

Residential land in the Osaka area plunged 22.9 per cent in value, while the Tokyo area suffered a 9.1 per cent decline. The average decline in Japan's three largest cities, including Nagoya, was 12.5 per cent.

Industry specialists, however, said the government statistics appeared to have significantly understated the actual declines, which they put closer to 30 per cent.

The land agency said prices in other cities continued to rise, by 2.3 per cent, although this was well below the 13.6

per cent rise recorded a year earlier. Commercial land prices nationwide declined by 4 per cent, while the prices in the three largest cities fell by 10.3 per cent.

Although the decline in city land prices appears sharp, it reverses even steeper rises in earlier years. The 32.9 per cent decline in Osaka, for example, followed prices increases of 32.7 per cent, 56.1 per cent, and 6.5 per cent in the previous three years.

● Sales at Japan's large retailers in February grew by 1 per cent in February, compared to the extra business day due to the leap year, the Ministry of Trade and Industry said.

The figures are consistent with other recent data showing a slowdown in consumer spending. Foodstuff sales were brisk, while sales of clothing, and high-priced items such as artwork or jewellery were slack.

## Ministry to investigate stockbroker

By Emiko Tarazono in Tokyo

JAPAN'S ministry of finance is to investigate an alleged loss-compensation guarantee by Yamatose Securities, a second tier broker, in connection with manipulation of a client's investment account.

Mr Nobuhiko Matsumoto, head of the ministry's securities bureau, said they would search for a written contract guaranteeing compensation, which is outlawed by last year's Securities and Exchange Law.

Brokers manipulated clients' accounts in order to help dress losses by transferring loss-making investments from one client to another. Brokers, under great pressure from clients, transferred investments in the hope that the stock market would eventually recover. The continuing slump in prices has broken the cycle, with investors refusing to accept loss-making portfolios.



Zimbabwe riot police entered a Harare supermarket yesterday to restore order after rampaging customers tried to seize limited supplies of maize meal and sugar. Food is in short supply because of severe drought.

## S Korea ruling party clings to power

By John Burton in Seoul

SOUTH Korea's Democratic Liberal Party (DLP) yesterday regained a shaky grip on power by persuading two independent to join the party, giving it a bare majority following Tuesday's National Assembly election.

The DLP originally won 149 seats out of 299 in the poll.

However, there are signs that the party could be heading for a split. Rival factions within the party blame each other for the loss of 50 assembly seats.

Mr Kim Young Sam, the DLP executive chairman who headed the election campaign, refused to accept responsibility for the party's poor performance.

Mr Kim defended his record

in a bid to save his chances of becoming the party's nominee in December's presidential election. His opponents within the DLP are demanding his resignation.

In an attack on the supporters of President Roh Tae Woo, Mr Kim blamed the government's unsuccessful economic policy, rather than the DLP's election strategy.

There has been friction

between the Kim and Roh factions within the DLP since Mr Kim's opposition group joined the ruling party in 1990.

President Roh and Mr Kim are to meet today to discuss the post-election situation. Mr Kim and his supporters might leave the DLP if he is forced to resign as party co-chairman and be denied the presidential nomination.

## Indonesia disbands \$4.75bn aid donor group

By William Keeling in Jakarta

THE Indonesian government yesterday called in ambassadors from leading donor countries following its unilateral decision on Wednesday to dissolve the Inter-Governmental Group on Indonesia (IGGI), the forum through which aid is pledged.

Last year \$4.75bn (\$2.74bn) was pledged through the IGGI, but Jakarta has disbanded it after accusing the Netherlands, which chairs the group, of political intimidation. The Netherlands is currently financing 175 projects in Indonesia

involving about 250 foreign experts, all of which have to be terminated within a month. The decision is likely to disrupt work on aid-related projects including education, family planning and development.

The Indonesian government said it was reviewing projects financed by the Netherlands. Some would be financed with aid from other donors or funds from the Indonesian government itself and others would probably be postponed.

Mr Moerdiono, the state secretary, said relations between Indonesia and the Netherlands, the former colonial power, had

"deteriorated sharply as a consequence of the reckless use of development assistance as... a tool for threatening Indonesia".

He said a letter rejecting new and continuing Dutch aid had been delivered to Mr Ruud Lubbers, the Dutch prime minister, although he stressed all debt repayments would be met.

He cited the Netherlands' review of future aid following the killing of civilians by security forces in East Timor last November, and Dutch criticism of the execution in 1990 of six prisoners accused of participating in the 1965 coup attempt, as examples of intimidation.

In its official response, the Dutch government said yesterday it was disappointed with the decision and "deeply regretted the words in which it was phrased".

Mr Moerdiono said that Japan and US, the two leading bilateral donors, had been informed of the decision, although western diplomats in Jakarta described the announcement as a complete surprise. They said the move raises questions over future aid from Canada, which pledged \$40m last year but is also reviewing new aid following the East Timor shootings.

## Syria to buy Chinese nuclear reactors

By Lara Marlowe in Beirut

SYRIA'S parliament has approved draft agreements for the purchase of two small nuclear reactors from China, the Lebanese newspaper Al Hayat reported yesterday.

Damascus promised to sign the nuclear non-proliferation treaty during a recent visit by Mr Hans Blix, director of the UN's International Atomic Energy Agency (IAEA).

In exchange for its compliance, Syria will be allowed to operate a 24 megawatt Chinese-made research reactor under IAEA supervision, according to Al Hayat.

Syria also announced this week it had established diplomatic relations with the Moslem former Soviet Republics of Turkmenistan and Uzbekistan during a tour of central Asian republics by Mr Farouk Al-Sharaa, the Syrian foreign minister.

Mr Al-Sharaa will also visit Armenia, Azerbaijan and Ukraine. He is accompanied by officials from the ministries of planning, economy, agriculture, information, culture and energy.

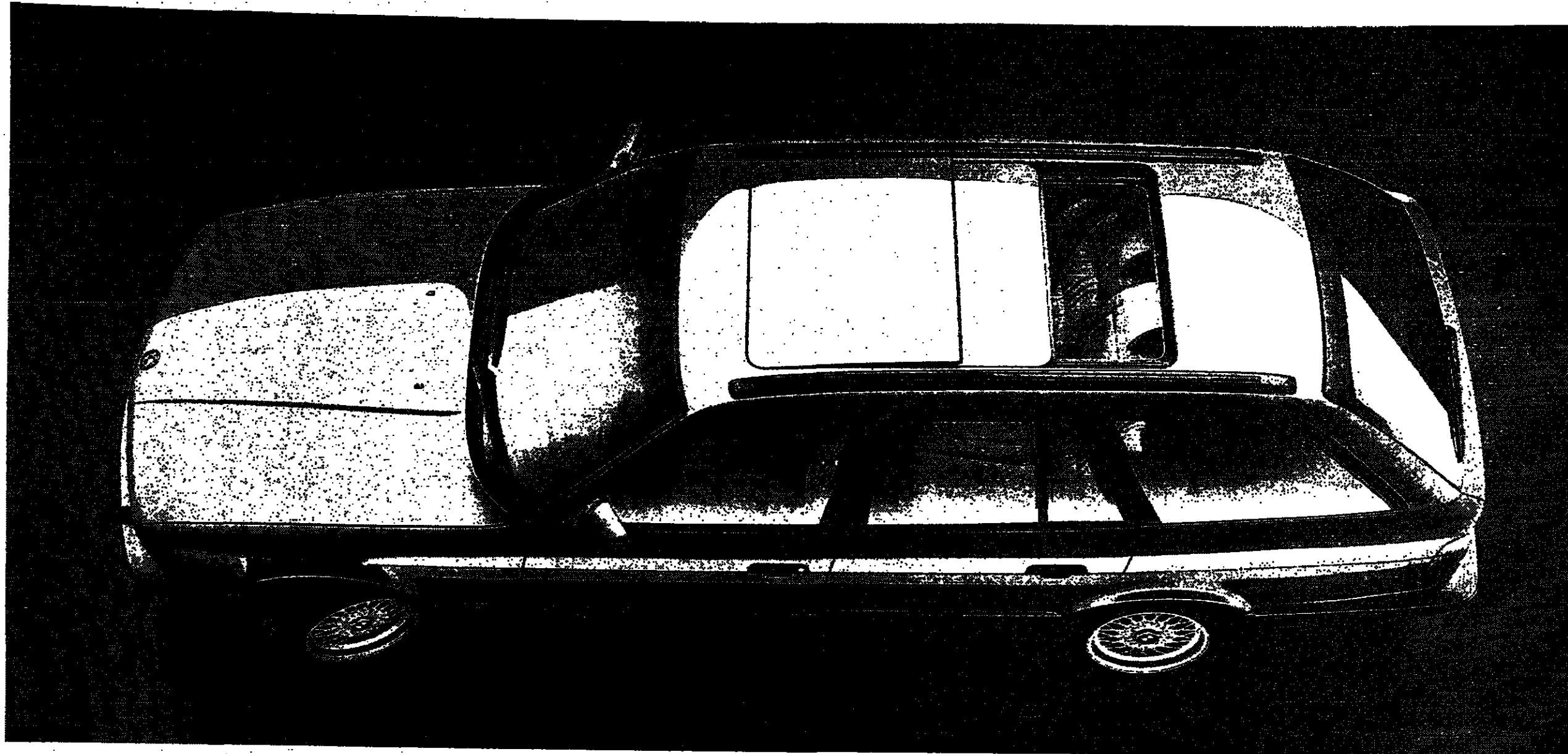
Syria has a substantial Armenian population and established diplomatic relations with Armenia this month.

Before the break-up of the Soviet Union, Moscow was Syria's principal arms supplier and a leading trade partner. Syria's diplomatic initiative may be an attempt to restore military and commercial exchanges with the independent republics.

Indonesia government officials denied that similar action against Canada was planned. Indonesia has a public and private international debt of about \$65bn and, with a debt service ratio approaching 30 per cent of export earnings, aid-flows are an important source of foreign exchange.

For the 1991-92 financial year (ending in April), the Netherlands had pledged \$91m, behind Japan (\$1.3bn), the US (\$133m) and France (\$111m). The World Bank pledged \$1.6bn and the Asian Development Bank, Indonesia's main multilateral donors, \$1.1bn.





## TWO NEW WAYS TO OPEN UP A BMW 5 SERIES.

For all those who love driving, BMW offer a long awaited alternative to the estate car. The 5 Series Touring.

Admittedly, it offers over 50 cubic feet of thoughtfully planned load space. Fold down one of the split rear seats and there's enough room to accommodate anything from a set of golf clubs to a pair of skis.

As to the double sunroof: in a country with half as much sun as it should have, it's a measure that's long overdue. You can open the front. Or the back. Or the front and the back. Or tilt the front. And one push of a button will get you back to square one.

Finally, there's a full width tailgate with a window that opens separately to take lighter loads.

However, commit these merely pragmatic features to memory now. Because from the moment you slip into the driver's seat and turn the ignition key, everything but driving will be forgotten.

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## NEWS: AMERICA

Brazil eager for Bush to attend environment talks

## US presence at Earth summit vital - Collor

BRAZILIAN president Fernando Collor warned yesterday that the presence of US president George Bush at the World Environment Conference would be the "decisive" factor for its success.

Mr Collor told foreign journalists he had called Mr Bush on Wednesday to lobby for his presence at the conference in Rio de Janeiro in June. "I asked him to strongly consider attending," said Mr Collor. "His presence is decisive because it would send a strong signal to the world of the importance of a global approach to environmental problems."

Mr Collor added that he had urged Mr Bush to help end the current impasse over CO2 emissions. "A decision by the US government to reduce emissions would have extraordinary dimensions," he said.

Mr Collor said he had dismissed his environment minister, Mr Jose Lutzenberger, last weekend to ensure that Brazil's own position was coherent. "Unfortunately differences had developed between Lutzen-

berger's declaration and the position elaborated by the government. If we'd had more time we could have talked it out but I didn't think we could arrive at the Earth Summit with different positions."

Mr Collor said he was confident his economic reform programme was taking hold. "Today you can talk to anyone in Brazil and they will be more optimistic, believing that we're on the right road. It is a very different mood to that last October, when everyone was warning of hyper-inflation and imminent collapse."

He added that the image abroad of Latin America's largest economy was also improving. "This is reflected in the level of private investment, which last year reached almost \$12bn (£7bn) and by our foreign exchange reserves, which now stand at \$13bn-\$14bn - levels not reached for 20 years."

He dismissed doubts that Brazil would fail to meet fiscal targets set down in its accord with the International Monetary Fund in January. "We are only assuming promises that we can meet... that is the big change in our international negotiations," he said.

But he admitted that the IMF had expressed concern over last month's sharp drop in tax revenues and 48 per cent real increase in domestic debt. "You cannot analyse Brazil's behaviour based on just one bad month," he said, adding that from April the government would have increased tax resources after a reform recently passed by Congress.

Mr Collor was pleased with the progress of negotiations under way with creditor banks over Brazil's \$52bn commercial debt, though he refused to predict a settlement date. "Obviously it would be great if we could close an accord today or before the Inter-American Development Bank meeting on April 6, but what I'm most pre-occupied with is that the agreement meets the interests of all those concerned."

The sagas not only illustrate the remarkably strong ties that bind Seattle with Japan, it also highlights the chauvinistic tendencies of the men who own America's top baseball teams, and, since the game is a defining element of US popular culture, says something about the isolationist tendencies of the nation as a whole.

The Mariners, one of the least successful teams in the major leagues, were put up for sale in December by their owner, Mr Jeff Smulyan, a businessman in the broadcasting industry who needed to repay a large bank loan. He gave the city until today to come up with a new local owner or see the franchise move elsewhere.

## Play Ball! means several things in Seattle

Martin Dickson watches the final innings of a game affecting US-Japanese relations

ON THE southern edge of central Seattle, the pre-eminent city of the US Northwest, stands an ugly, concrete-domed sports stadium, with all the visual charm of a deflating soufflé. The Kingdom, as unlikely as it may seem, has become the microcosm of America's tussle between Japan-bashing xenophobia and a cosmopolitan view of the world.

The stadium is home to the Seattle Mariners baseball team, and the ruling authorities of the US national sport must decide whether to approve a controversial plan by a Japanese-backed group of local businessmen to buy the team.

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A group calling itself the Baseball Club of Seattle duly bid \$100m (£57.8m) and said it would plough a further \$25m into improving the team. The group included a clutch of local worthies, such as Mr Frank Shrontz, chairman of aircraft manufacturer Boeing, but 60 per cent of it was owned by Japan's Yamachi family, founders of the Nintendo video-game company.

Nintendo - whose US headquarters in Seattle oversees 80 per cent of the American video-games market - became involved after being approached by Mr Slade Gorton, a US senator representing Washington state. The family's stake in the team would be managed by Nintendo of America president Minoru Arakawa, son-in-law of the company's founder. But the Yamachis, to counter US fears of Japanese domination, agreed to stringent policy controls by the minority owners.

However, none of this cut much ice with Baseball Commissioner Fay Vincent, nor with other team-owners, who have to approve the sale. Mr Vincent noted baseball's tradition of not approving investors from outside the US and Canada; owners cited local ownership.

The bid also provided a fresh target for US resentment of Japan, since it followed numerous Japanese acquisitions of

such well-known US institutions as New York's Rockefeller Center and California's Pebble Beach golf course.

Seattleites argued that their bid would put the Mariners under local interests for the first time. Mr Arakawa might be Japanese but he had lived in the city for 15 years. This was more than could be said of Mr Smulyan, who hailed from Indiana, or the previous Californian owners.

US newspapers weighed in on Seattle's side. One accused the authorities of acting like a "snobbish country club" and argued that involvement by the Japanese, who have their own popular baseball leagues, could enrich the game and make it more appealing internationally. Club owners may well have felt that deep-pocketed foreigners would simply push up the already steep cost of hiring the best talent.

Negotiations dragged on and on, but there now are some indications that a compromise can be struck. This could involve the authorities accepting a deal in return for cosmetic changes to reduce the Nintendo stake to around 50 per cent. Such an outcome would represent a triumph for Seattle and its long tradition of links with Asia, especially Japan. Sen Gorton said of the bid: "The Pacific Northwest looks outward. This is a partnership made in heaven

for the Pacific Northwest."

The region's ties with Japan began to flourish a hundred years ago, with the export of northwestern timber, agricultural products and minerals, and Japan today remains Washington state's largest single trading partner, accounting for some \$5.5bn, or 22 per cent,

the Far East.

With trade came people. More than 11 per cent of Seattle's population is of Asian origin, mostly from Japan, China and the Philippines. There are 34,000 people of Japanese origin in Washington state, mostly Japanese-Americans whose parents or grandparents had been interned by the US during the Second World War. The state's Japanese population ranks jointly with New York as the third largest in the US, after California and Hawaii.

Cultural ties are strong: Seattle's new art gallery boasts one of the best Japanese collections in the US, while Washington state has the highest number of high schools offering Japanese language studies. You can buy a plate of Japanese noodles from a stand at Sea-Tac airport or take part in a cherry blossom festival in suburban Bellevue.

Moreover, the Mariners row could prove yet another opportunity, whatever the baseball authorities decide: recent developments could eventually translate into greater Japanese interest in the area. Mr Bill Stafford, executive director of the Trade Development Alliance of Greater Seattle, says businessmen returning from Japan report many compliments on "Seattle's sensitive appreciation of the complexity of US-Japanese relations".



Arakawa: local man

of the state's exports in 1990. The adjacent ports of Seattle and Tacoma, comprising one of the largest shipping complexes on the west coast, are big importers of Japanese goods, while the region's Sea-Tac airport is becoming an increasingly important hub for Asian flights for flights to and from

## Panel seeks backing for US high-tech development

By Nancy Dunne in Washington

A PANEL representing academia, business and government yesterday said the US government should pour billions of dollars into high-technology development and into programmes which would speed the commercialisation of new discoveries.

Foreign companies would be allowed to share in pre-commercial research programmes if they make "substantial contributions" to the projects and to US gross domestic product.

Mr Harold Brown, panel chairman and former US defence secretary, called for "a new alliance between govern-

ment and industry in pre-commercial areas". The panel - appointed by the National Academies of Sciences and Engineering and the Institute of Medicine - called for a \$5bn R&D venture with the private sector. Industry would initiate the projects, and they would be "insulated as much as possible" from political influence.

The report followed a day after Mrs Barbara Franklin, the new US commerce secretary, presented her department's considerably less ambitious technology policy. "The Government Role in Civilian Technology: Building a New Alliance. National Academy Press, 2101 Constitution Ave, NW, Washington, DC 20418.

The panel did not call for an "industrial policy", but if implemented, its recommendations would lead to the use of vast government resources for the advantage of US industry.

In its report, The Government Role in Civilian Technology, the panel said the new CTC would be financed by a one-time outlay to create joint R&D ventures with the private sector. Industry would initiate the projects, and they would be "insulated as much as possible" from political influence.

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## More US interest rate cuts urged

By Michael Prowse in Washington

FURTHER reductions in US interest rates are needed to ensure recovery from recession, the joint economic committee of Congress (JEC) said yesterday in its annual economic report.

The Democrat-led committee said reductions in long-term interest rates were important if investment spending was to be revived. Long bond yields are currently just under 8 per cent, or about double the level of rates on three-month deposits.

The report urges the Treasury to reduce the "extraordinarily large gap" between short- and long-term interest rates by selling fewer long-term bonds in quarterly refinancing operations. This would "reduce the supply of long-term Treasury debt and lead to significant increases in bond prices that would lower long-term

interest rates".

Small steps in this direction in February's refinancing had been insufficient to convince financial markets that the Treasury was serious about reducing the gap between short- and long-term rates, the report adds.

It predicts a sluggish economic recovery later this year, with fears about job security continuing to restrain consumer spending.

The report also warns that the US economy is "badly off track", and says measures to increase productivity and an overhang of problems from the 1980s - such as heavily indebted individuals and companies - point to weak growth in the 1990s.

Government at all levels needed to invest in "infrastructure, education and training, and research and development, which have been neglected over the past

decade". To achieve this, while also reducing the budget deficit, the committee advocates the scrapping of budget rules that currently prevent a sizeable shift in spending from military to domestic programmes.

The US economy grew at an annual rate of 0.4 per cent in the fourth quarter of last year, half as fast as previously estimated, the Commerce Department said yesterday. The weak growth followed increases in GDP of 1.4 per cent and 1.8 per cent at an annual rate in the second and third quarters of last year.

The decline in estimated growth in the fourth quarter mainly reflected downward revisions to net exports and business inventories.

For 1991 as a whole, GDP fell 0.7 per cent, the first decline since 1982, when the economy contracted by 2.2 per cent.

## No resigning, no devaluing, says Cavallo

MR Domingo Cavallo, Argentina's economy minister, yesterday denied rumours that he would resign, run for president, or devalue the currency, after sealing a \$31bn (£18bn) foreign debt restructuring agreement. John Barham writes from Buenos Aires.

Mr Cavallo's success in reforming the economy has made him the most popular member of the government - more popular than President Carlos Menem.

Mr Cavallo said he would run for governor of his home province of Cordoba in 1995.

## Mongolia's trade drops by half

By Alexander Nicoll, Asia Editor

MONGOLIA, which did 97 per cent of its trade with Comecon countries before the collapse of the Soviet Union, is struggling to find new markets and to counter severe shortages of essential goods.

According to Mr S. Bayarbaatar, minister of trade and industry, the country's trade contracted by half last year to about \$750m. The share of former Comecon countries has dropped to 70 per cent but remained as high as that because of dependence on Russian oil. However, shipments of oil have been suspended since December because of contractual problems.

Few countries have embarked on more sweeping

economic reform in the face of more obstacles.

The Mongolian government's structural adjustment programme, enacted with the advice of the International Monetary Fund, includes price liberalisation, banking reform, privatisation, control of inflation, laws to attract foreign investment, and other steps towards a market economy.

But as a land-locked country sandwiched between communist China and chaotic Russia, "we have to create a more acceptable business environment than either China or Russia," Mr Bayarbaatar said during a visit to London.

The halt in oil supplies, which has caused Mongolia to use up strategic reserves and severely limit domestic consumption, is symptomatic of

the country's problems.

According to Mr Bayarbaatar, shipments stopped because it was not clear which Russian entity should sign the contract. A barter agreement has been signed, but no oil was shipped because of a dispute within Russia on who was liable for payment for shipment to the border.

Mr Bayarbaatar is travelling on to Moscow to make a new attempt to secure resumption of supplies.

Mongolia needs to import Russian petroleum products because they would be more expensive to buy elsewhere, especially if they had to be trans-shipped through Russia.

The country also needs to export copper concentrate to Russian factories, which are unable to pay for it - hence

the barter agreement.

Meanwhile, shortages of essential goods in Russia are encouraging Mongolia's increasingly market-oriented traders to sell them across the border for high prices rather than at home. Flour, rice and sugar are all rationed.

Because of growing unreliability of trans-shipment through Russia, Mongolia is seeking to develop trade links through China and has high hopes of a new freeport zone planned in North Korea.

International donors last year pledged \$150m to Mongolia to finance emergency imports, and will meet again in May to consider soft loans to meet the country's medium-term needs, including infrastructure, promotion of exports and import substitution.

Even the formal legal drafting exercise (track 3) is proving controversial, as some countries try to re-open issues ostensibly already settled. Finally, there has been no breakthrough in the all-important bilateral talks between the US and EC on cutting farm subsidies, which would enable the EC to subscribe to the draft Uruguay Round package of accords presented last December (track 4).

Mr Arthur Dunkel, Gatt's director-general, has already conceded that the Easter deadline could slip by a few weeks. But, by common consent, the issues at stake require not time, but political will to make the necessary compromises. Most negotiators believe that, if the farm subsidy deadlock can be broken, other problems can be solved fairly quickly.

If the Round is not completed by late spring, the negotiations are likely to go into limbo until after the US presidential election in November. At yesterday's stocktaking meeting of the market access negotiations, many countries expressed frustration at the lack of progress because of stalemate in the US/EC bilateral talks. The outcome of these talks will largely determine the pattern of tariff reductions for all 108 parties in the Uruguay Round.

## Uruguay Round talks halted in their tracks

By Frances Williams in Geneva

NEGOTIATIONS on reducing tariffs in the Uruguay Round of trade talks under the General Agreement on Tariffs and Trade (Gatt) have ground to a halt because of unresolved differences between the US and EC. The March 31 deadline for completion of the tariff negotiations, an integral part of the Round, is now certain to be missed and with it the Easter deadline for concluding the Round as a whole.

All four "tracks" of negotiations intended to achieve a successful outcome to the Round are in trouble. Apart from the detailed bargaining on tariffs and market access for goods (track 1), the country-by-country talks on services (track 2) are also way behind schedule.

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## MacSharry dismisses Gatt ruling on oilseeds subsidy

By William Dawkins in Paris

MR Ray MacSharry, European commissioner for agriculture, yesterday dismissed as "not acceptable" a ruling by a General Agreement on Tariffs and Trade (Gatt) panel against the EC's new oilseed subsidy regime.

This is the clearest sign yet of the Commission's attitude to the ruling, made last week in response to a complaint by the US that its right to export soyabean to the EC duty free would be unfairly hampered.

It indicates a hardening in the dispute between the EC and Washington over European subsidies, in the long-delayed Uruguay Round of Gatt talks. Mr MacSharry said he made no progress yesterday



MacSharry: no progress

in talks, to try to end the deadlock, with Mr Ed Madigan, US agriculture secretary, in the margins of a two-day meeting

of farm ministers from the Organisation for Economic Co-operation and Development (OECD).

The European Commission was still studying the panel's conclusions, said Mr MacSharry. "On a limited reading, they're not acceptable to us, therefore there are no conclusions," he said.

He and Mr Madigan did not discuss the oilseed row. In the theory, the EC must accept the panel's findings, if there is to be formal settlement.

Mr Louis Mermaz, French farm minister, and one of the staunchest defenders of the EC's agriculture policy, warned: "An excessive polarisation of Gatt talks is leading to a hardening of positions on both sides."

## Turkey signs \$2.8bn F-16 deal with US

By John Murray Brown in Ankara

TURKEY yesterday signed a \$2.8bn fighter aircraft deal with the US, using finance from a special fund set up by the US and its Arab allies in the wake of the Gulf war.

The deal under which Turkish Aerospace Industries and General Dynamics will jointly manufacture 80 F-16 fighters is the first major defence contract signed by a new Turkish government. Finance for the F-16 deal is to be provided from a \$4bn Turkish Defence Fund, part of which is lodged with the Federal Reserve Bank in the US. Saudi Arabia, Kuwait and the Gulf Emirates have promised to contribute \$3bn. The US is contributing around \$500m to the fund - the sum approved by the US congress for foreign military sales to Turkey.

In a bid to improve its ground to air defence systems, Turkey is expected to use the fund to buy Raytheon-made Patriot missile batteries.

Turkey is already producing 180 F-16s under an earlier production agreement. In addition Turkey has secured US backing to manufacture 46 aircraft under a deal agreed between the US and Egypt.

## Japanese cotton spinners threaten dumping actions

By Robert Thomson in Tokyo

JAPANESE cotton spinners are threatening anti-dumping actions against Pakistani and Indonesian yarn exporters, an unusual course for Japanese industry, generally the target of dumping allegations itself. The Japan Spinners' Association said it was preparing to file a formal action against the exporters, alleging the dumping of cut-price cotton yarn is damaging its industry.

Over the past three years,

only two other dumping cases have surfaced in Japan. South Korean woolen product exporters agreed to "voluntary" limits after a threatened action, and a case against China, Norway and South Africa for alleged dumping of a ferro-alloy is being investigated by Japan's trade and finance ministries.

The textile cases reflect the problems traditional Japanese manufacturers face. Mr Taketani Tobitani, managing director of Shikibo, a leading spin-

ner, has said Japanese companies are "in a similar situation to US car makers"; the local industry cannot compete with cheaper imports.

"Japan's textile market is basically a free market, and cheaper imports from Pakistan and Indonesia have increased sharply," he said. Japanese spinners say they would like "voluntary" accord with the two countries, but "we don't want Pakistan to think we will not take action". Pakistan hopes for an agreement soon.

The Japanese companies appeared unclear yesterday precisely why Loral Fairchild believed its patents had been infringed. They said the technology for CCDs was based on licences from American Telephone & Telegraph, and said they had no case to answer.

## Electronics companies deny infringement of US patents

By Steven Butler in Tokyo

JAPANESE electronics companies yesterday denied they had violated patents related to charge coupled devices - a basic component of video cameras and photocopy machines - held by Loral Fairchild, subsidiary of the US defence electronics company Loral.

Loral has brought a suit in the US against a range of Japanese and Korean companies,

including market leaders such as Sony, Matsushita and Canon, over alleged patent infringements. Loral is claiming billions of dollars in damages.

Charge coupled devices (CCDs) are electronic eyes that sense visual images and translate them into electronic signals.

The suit is reminiscent of a recent action by Honeywell of the US against Minolta, the camera-maker, over auto-focus

cameras which led to an out-of-court settlement for \$127.5m after the court ruled against Minolta. Honeywell has also filed suits against other camera makers.

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and telecommunications markets in the Uruguay Round services negotiations.

The Gatt secretariat says economic prospects look promising despite slower growth last year. Domestically, the main constraints are a shortage of labour and land for expansion, which Singapore is trying to overcome by co-operation with neighbouring Malaysia and Indonesia.

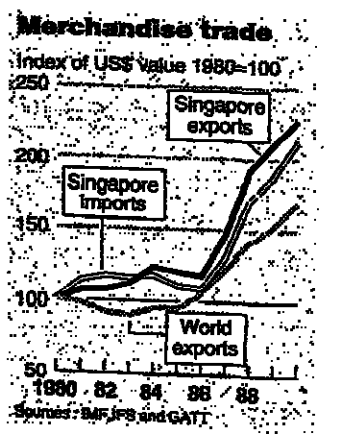
Externally, Singapore's heavy reliance on international trade means its economic performance "remains crucially dependent on an open and predictable international environment".

With a population of just 3m, the island ranks among the world's top 20 exporters and importers. Some 96 per cent of imports enter duty-free, with virtually no other trade barriers.

Singapore's open trade regime has been coupled with large government involvement in the private sector through tax incentive schemes for new investments and research and development, equity participation in industry and sizeable public investments in infrastructure and training.

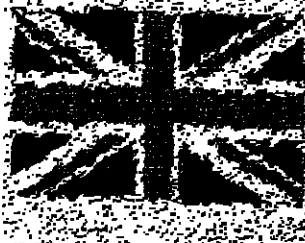
Singapore's trading partners did not find much to niggle about in their discussion of the Gatt report yesterday. Some countries questioned the island's status as a developing country in view of its high per capita GDP, and there was criticism that Singapore had "bound" (pledged not to raise) very few of its tariffs in Gatt.

Singapore was urged to improve its offer on tariff bindings in the Uruguay Round of global trade talks, to sign up to more of Gatt's voluntary codes of trade conduct, to run a more open policy-making process and, by the US, to go further in opening its financial services





## NEWS: UK

BRITAIN  
IN BRIEFLabour refuses  
to underwrite  
Tube project

The opposition Labour party has refused to promise government money would be used, if it is elected, to ensure the £1.3bn Jubilee Line Extension, ground extension to London's Docklands opened on time if Olympia & York, the project's main private backer, could not provide its share of the finance.

Mr Bryan Gould, Labour environment spokesman, said it was "unwise off-the-cuff to promise a very substantial sum of further public expenditure" in the current "very difficult economic straits".

His remarks followed the Department of Transport's admission earlier this week that ministers would have to reconsider the financial future of the extension if the financially troubled property developer was unable to meet its £400m commitment.

Maxwell wine  
cellar auctioned

Mr Robert Maxwell's private wine collection went under the hammer as auctioneers tried to raise funds to offset the huge debts accumulated by the media magnate.

Bidders paid on average 20 per cent above the market average for bottles including an eight-bottle Imperial 1982 Chateau Figeac which went for £550.

Curiosity value in the Maxwell cellar, which boasted 3,000 bottles and 772 magnums, pushed prices beyond trade values. The auction, held at

Christie's in London, raised more than £38,000 and attracted bids from Japan, Israel and the US.

Defence groups  
reassured

Defence manufacturers have received a reassurance that a Labour government would not apply a freeze on contracts while it re-assessed military requirements.

Mr Martin O'Neill, chief Labour defence spokesman, also promised that the present level of defence expenditure would be available through the 1992-3 financial year. Subsequently, however, there ought to be scope for savings.

He told the Royal United Services Institute a Labour government would set up a "small group" to oversee the review, would consult widely, and would aim to present its conclusions to parliament in the autumn.

Law firm for  
St Petersburg

Clyde & Co, the City solicitors, is to help a Russian law professor to set up the first Western-style commercial law firm in St Petersburg.

Clyde, which is one of the UK's leading international trade and shipping law firms, will open a joint office with Professor Musin, senior professor of law at St Petersburg University and senior legal adviser to the St Petersburg Council.

Professor Musin has a doctorate in marine insurance law and has been instrumental in advising a number of Western clients on investing in Russia including Littlewoods, the UK clothing chain, which opened two stores in St Petersburg last year.

Norwegian on  
fraud charge

Norwegian businessman Mr Tore Arne Thorsen has appeared in Teesside magistrates' court, Middlesbrough, for a further hearing into corruption tax fraud charges relating to Nissan UK (NUK), the former importer of Japanese cars to the UK controlled by Mr Olov Boimar.

Mr Thorsen, manager of Scansir AS, a Norwegian freight company, is accused of fraudulently and falsely inflating invoices when shipping Nissans from Japan to NUK.

The Inland Revenue alleges that this resulted in NUK's profits being understated by £100m over a ten-year period.

The hearing was adjourned until June 18 without Mr Thorsen, who is on bail, entering a plea. His solicitor has said Mr Thorsen will deny all the charges.

Power prices  
rise in London

London Electricity, the regional electricity supply company, will increase its tariff prices by 0.5 per cent from April 1, the company announced yesterday.

This is the lowest increase of any of the twelve regional electricity companies, which have been announcing their prices for the forthcoming year this month. The average increase across the 12 companies is about 2 per cent.

Managers' pay  
increases 7%

Basic pay for managers has risen by an average of 7.1 per cent over the last year, according to a survey the Reward Research group. That compares with an annual increase six months ago of 5.9 per cent and 9.6 per cent 12 months ago.

Nautical black  
box launched

An accident "black box" for ships was launched today but manufacturers fear it could be some time before it is adopted worldwide.

The Voyage Event Recorder provides a record of a vessel's last 24 hours and should provide great assistance to marine investigators in the case of a shipping disaster.

Thought to be more sophisticated than its aircraft accident black box equivalent, it has already been installed in 10 vessels owned by P&O.



Calling time: Romford is the latest in a series of closures by all the breweries

## Brewery closure to cost 300 jobs

By Philip Rawstone

ALLIED-Lyons, the third-largest UK brewer, is to close its brewery at Romford, Essex, by next February with the loss of 300 jobs.

The closure of Romford, the home of John Bull bitter, is the latest in a series of brewery closures since the Monopolies and Mergers Commission report in 1989 which prompted

the government to take steps to encourage more competition in the industry.

Within the past year, Bass has announced the closure of four breweries. Others have been closed recently by Wolverhampton & Dudley and Scottish & Newcastle. The brewers Boddington and Greenall have quit the industry.

Allied's decision to close

Romford follows a strategic review of the group's future production resources and its position in the beer market.

Mr Tony Trigg, managing director of Allied Breweries, said the move would significantly reduce production costs and improve cost-effectiveness. He said the market was increasingly competitive but depressed, and that beer sales had fallen 4 per cent last year.

British Gas to  
freeze prices in  
domestic market

By Deborah Hargreaves

BRITISH Gas, the UK supplier and distributor, is to freeze prices for domestic consumers next month as a tough new pricing formula begins to bite, the company said yesterday.

Domestic price levels will be reviewed again in June with a view to cutting them if inflation stays low. "There is not much doubt that if inflation continues to decline, the next move we make on prices will be downwards," Mr Cedric Brown, senior managing director of British Gas said.

This means customers could see a reduction in their gas bills later this summer.

But British Gas is preparing to ask its regulator, the Office of Gas Supply, to re-evaluate the new price formula which restricts gas price increases to five percentage points below the rate of inflation. If changes are made to the formula, British Gas could be free to raise prices again next year regardless of the inflation rate.

The company has called for the formula to be revised in light of changes being made in its industrial business as part of an agreement with the Office of Fair Trading to

encourage more competition in the market.

Mr Brown said there had been a 17 per cent reduction in the price of gas in real terms since privatisation in 1986.

But Mr Ian Powe, chairman of the Gas Consumers' Council said: "We were all keyed up to expect a price cut and it's a case of jam tomorrow."

British Gas also announced its new commitment to customers which promises its 18m household customers new, higher standards of service and offers them fixed rates of compensation if the company fails to live up to its targets.

Customers will, for example, be able to claim £10 compensation if British Gas cancels an appointment without giving a day's notice. They will be eligible for a £20 payment if gas supply is interrupted and not resumed within one working day.

British Gas will launch a £2m press advertising and publicity campaign next week in order to get its new caring image across to the public. "The customer will get a very clear promise from British Gas as to what it will deliver in a whole range of activities," Mr Brown stressed.

## ICL emerges as leader in computer services

By Alan Cane

ICL, the UK-based computer manufacturer in which Fujitsu of Japan has an 80 per cent stake, has emerged as the largest supplier of computing services in Britain.

It now leads the market after a decade-long shakeout which has seen UK-owned companies routed in an industrial sector they once dominated.

ICL's UK revenues from services, estimated at almost £250m, are bigger than those of US competitors including Electronic Data Systems and International Business Machines. BT Customer Services, a newcomer to the sector with sales of £200m, represents the only

serious UK challenge. In the 1980s seven of the top 10 suppliers to the market were UK-owned, led by Thorn EMI Software and Hoskyns. Today, only two UK companies in addition to BT Customer Systems, Logica and Data Sciences, remain in the list.

Even these two companies were vulnerable to takeover. Mr Richard Holway, a leading industry analyst, said yesterday. He said he expected the large computer manufacturers and telecommunications suppliers, including AT&T of the US and BT to step up plans to acquire leading computing services companies to compensate for falling hardware prices.

Mr Holway was speaking at the

annual conference of the Computing Services Association, the trade organisation for companies specialising in computer software, data communications and facilities management and other data services.

He said computing services companies were not, on the whole, affected by the recession last year.

Average revenues had risen by 4 per cent, about the rate of inflation. Profits, nevertheless, had declined for the second year running: "I would expect profits to stop falling in 1992 and to show quite high growth from the second half of 1992 onwards as the effects of cost restructuring flows through to the bottom line. This is clearly a

superb time to invest in the computing services industry," he said.

Mr Holway blamed much of the industry's difficulties on "ill-advised and badly executed" acquisitions in 1988 and 1989. "We have precious few managers who had any experience of acquisitions prior to 1988 - in fact, we have few managers with experience of managing operations bigger any larger than their current company."

He concluded that the secret of smaller companies such as Admiral, Microfocus and Sage, which had achieved impressive revenue and profits growth through the recession, was tight management which addressed difficulties before they became acute.

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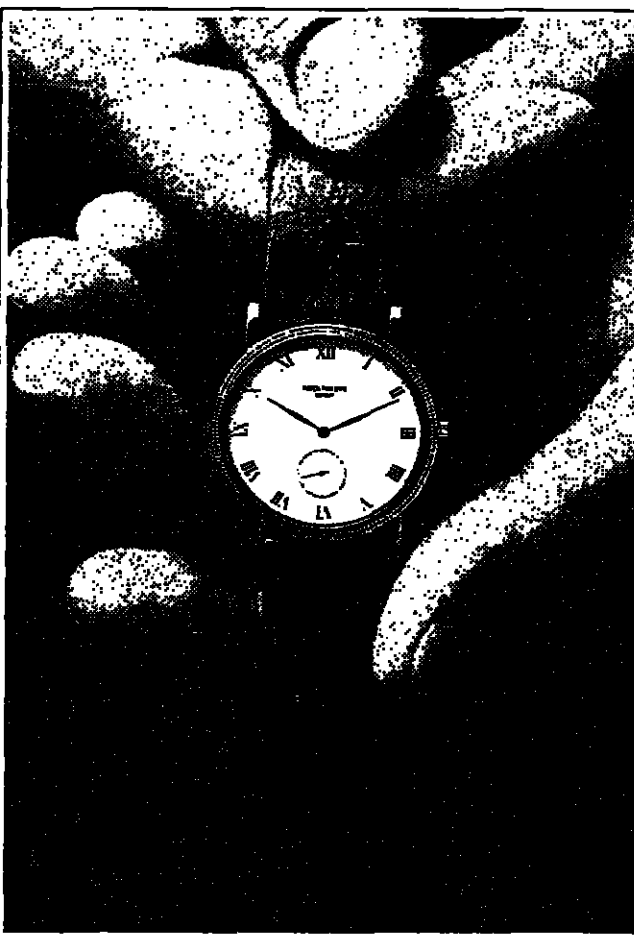
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The "EUROPE 1992 fair" will be the highlight of the exhibits in the 20th Osaka International Trade Fair, held from 24-29th April in Osaka, Japan.

Held every two years since 1954 as the first general fair in Asia, OITF is the biggest event of its kind in Japan. The previous fair, held in 1990, attracted companies from 61 foreign countries and over half a million visitors. This years "EUROPE 1992" will occupy an entire hall of the Intex Osaka Fairground, co-organized by Mitsui & Co., The Peninsular and Oriental Steam Navigation Company, and Mitsui & Co., Europe Ltd. EC and other European countries will participate, displaying products from traditional to high-tech goods.

Mitsui will hold 3 key forums (EC forum, Future and Options Exchange forum, and Portuguese Investment forum) during the fair, providing the business link between Europe & the Kansai area.

Osaka is the second largest economic city in Japan; its neighbours are the cultural centres of Kyoto and Nara, and the modern international port of Kobe, making it the eighth economic and cultural centre in the world.

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## NEWS: UK

## ELECTION 1992

DAY OF CLAIM AND COUNTER-CLAIM OVER 'LEAK'

VOTERS NOT SWAYED BY ROW ■ PRIME MINISTER JOINS THE FRAY

# Timetable of health broadcast clash

By Neil Buckley and Jimmy Burns

AFTER a day of extraordinary allegations over the origin of the "leak" that disclosed the identity of Jennifer Bennett, the girl who was the subject of Labour's election broadcast on Tuesday, some facts have become clear while others remain in heated dispute.

The story of the making of the broadcast, and the subsequent row over the revelation of the girl's identity, appears to have been this:

End of February: Labour party begins work on the election broadcast. The Story of Two Girls with the Same Problem, in consultation with Mr John Bennett, Jennifer's father.

March 15: Mr Peter Lee-Roberts, Jennifer's grandfather and a former Conservative mayor of Faversham, Kent, sends a fax to Conservative Central Office, warning about the broadcast but not naming Jennifer Bennett. Mrs Margaret Bennett, Jennifer's mother, also telephones the Conservatives.

March 24: Midday. Mr Robin Cook, shadow health secretary, gives a press conference hinting at the case to be featured in that night's election broadcast. Ms Julie Hall, Mr Kinnoch's press secretary, later tells journalists in an off-the-record briefing, that the first name of the child is Jennifer. She does not divulge any more details.

That afternoon, The Independent newspaper learns the identity of Jennifer Bennett and the consultant in the case.

Mr Alan Ardoun, from what it later calls its "own journalistic sources". The paper said yesterday these were neither the main parties, the consultant, Jennifer's family, another news organisation, the film crew nor the film's producer.

The newspaper telephones Mr Ardoun between 2pm and 3pm, who promises to ring back when he has the records of the case. He does so later in the afternoon. The Independent understands that he has not spoken to any other newspaper. Shortly before the broadcast is first shown at 6.55pm, Mr Ardoun contacts Conservative Central Office, and is "helped", according yesterday to Mr William Waldegrave, the health secretary, to contact the Daily Express.

Between 7pm and 8pm, the consultant telephones the Labour party to refute the allegations in the film. Labour says this is the first time it is aware that Jennifer's name is now in the public domain.

The Daily Express runs a story naming the child.

March 25: The political row about the film mounts throughout the day.

Yesterday: 9.30am. Mr Neil Kinnoch, Labour leader, calls on the source of the leak to come forward, and denies it was anyone within the Labour party. 9.40am. Ms Hall interrupts the press conference to acknowledge that she gave the name Jennifer to journalists before the film was shown, but claims this would have been insufficient for them to establish her real identity. Mr Peter Hitchens, the jour-

nalist who broke the story in the Daily Express, says he is "not in reception of leaks from the Labour party" and that he received the information from a "secondhand" source. He says that "nobody could possibly have known who this girl was unless the leak came from within the Labour party organisation which made the film".

Mr John Major, the prime minister, denies that the Conservatives leaked information about the name of the family. 12.30pm. Sir Nicholas Lloyd, editor of the Daily Express, alleges that Jennifer was first named to 'The Independent', "probably by Labour party sources." The Independent newspaper later denies categorically that it received the information from a political source.

3.30pm. Mr Waldegrave admits that Mr Lee-Roberts' fax was received nine days before the broadcast but claims it was ignored. He adds that when Mr Ardoun made contact with the Central Office before Tuesday's broadcast, "I think we helped the consultant get in touch with the newspapers." 5.15pm. Sir Nicholas tells Sky TV that Mr Waldegrave had already stated that a Tory party contact "gave us" the name of the consultant. He added that Mr Ardoun had "already been telephoned by The Independent earlier that day." 5.30pm. Central Office clarifies that it advised Mr Ardoun to contact the Daily Express, and also got in touch itself with the newspaper to advise it to talk to Mr Ardoun. Mr Robin Cook calls for the resignation of Mr Waldegrave.



Dog-eat-dog: Daily Express reporter Peter Hitchens is hounded by fellow journalists after Labour's press conference

## Quotes of the day

The Tory party have done an unforgivable wrong to a little girl by their cynical conduct, and everyone knows that now  
Neil Kinnoch

It is quite mind-blowing: Labour can say that, having put out the case of a family on peak-time television, on all channels, that they are really concerned the family's name came out  
Des Wilson, Liberal Democrat campaign director

Everyone knows the health service needs improving. So why, instead of bickering, don't that lot work together to help us? I'm sick to death of the lot of them  
Voter in Bury

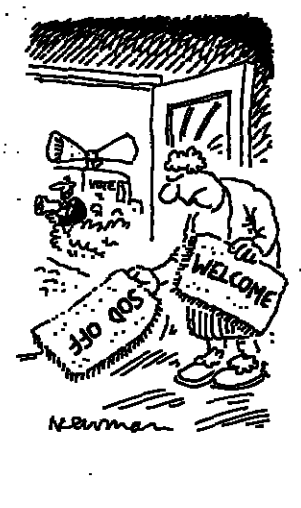
There is every reason for believing that an independent Scotland would face a long, difficult, costly and unpredictable negotiation with the Community and its member states  
Sir Leon Brittan

I have to disappoint people in Yorkshire. We have no territorial ambitions  
Alex Salmond, SNP leader

The Labour party has clearly told the union leaders to shut up during the campaign. A Kinnoch government would have to pay up the day it was over  
John Major

Any candidate who is prepared to support the ominous pledge on abortion which blights Labour's current manifesto does not deserve the support of the Catholic community  
Scottish Catholic newspaper

They are going to be pink - you can't get blue ones  
John Major, on being presented with a new strain of rose called Norma Major



## Politicians score an own goal

By Roger Matthews and Chris Tigue

AS VOTERS tried to assess the row over Jennifer Bennett's ear yesterday, the main impression was that the reputation of politicians had been damaged and that voters had not been swayed.

In the Tory marginals of Bury North and Bury South in the suburbs of Manchester - and in Hartlepool, being defended by Mr Peter Mandelson, Labour's former communications director - nobody suggested that the Labour broadcast or the ensuing rumour had helped to determine their voting intentions.

In Hartlepool, Mrs Mildred Gray, a widow of 75, believed Labour had picked on one case and had misrepresented it. The

affair had strengthened her intention to vote Conservative.

Mrs Margaret Ainsley, who looks after her disabled husband, felt the broadcast portrayed the truth. Her five-year-old granddaughter has been waiting three months to have her tonsils removed. "The broadcast made its mark," said Mrs Ainsley, who will vote Labour as she did in 1987.

Mr John Bolton, 42, an electrical engineer who had already decided to vote Conservative, said: "There's 55m people. If you look hard enough you can always find a case to support your argument."

Mrs Emilia Pearce, a shop assistant, voiced distaste for the politicians' dog-fight. "We're all sick of hearing about it," she said. "It's all

this presidential style of politics."

The view that the row was demeaning to those most closely involved in it struck a chord in Bury. Women in particular argued that it was wrong to use the suffering of children to score political points.

It was also a sentiment that crossed political affiliations. Committed Tories were "disturbed" or "outraged" while many Labour supporters had reservations about the content of the broadcast.

A surprisingly large number of people said they knew worse cases and would gladly have told Labour about them. "Everyone knows that the health service needs improving," said one Bury voter. "So why, instead of bickering,

don't that lot work together to help us? I'm sick to death of the lot of them." Those sentiments were echoed many times.

Such feelings were often accompanied among older people by deep cynicism about what they saw as posturing by politicians.

In Bury they claim to know all about the haves and have-nots. One retired textile worker said the rich had always enjoyed a better service and always would.

Politicians might find a little double-edged solace in another factor encountered yesterday in Bury. That was the small number of people who saw the Labour broadcast and the large number who had no intention of watching Conservative ones.

## Warning on private care

By Alison Smith

THE TORIES sought to regain the initiative on health yesterday as Mr John Major called on Labour to make clear its attitude towards private health care and accused the party of "shroud-waving".

Visiting York District Hospital, the prime minister challenged Labour over the thrust of its election broadcast - that people who paid for private health care could be treated more quickly than if they used the National Health Service.

Such a charge was, he said, "inaccurate unless they are going to say that they are going to stop all private health care." He added: "If this is what they are going to say, then let them say it, and say it clearly."

Ending private health care would reduce the total amount of health care available, "ensuring that queues in the National Health Service rise", he added.

Seeking to play down the impact of other revelations of individual emotive cases produced by Labour, Mr Major said that previous examples had not lived up to the claims made about them.

"They have been shroud-waving in one form or another for a long time and case after case that has been examined has not been what it was held out to be in the first instance," he said.

Mr Major's visit to York hospital, which will become a self-governing trust next week, was arranged to coincide with the BMA conference which the

Tories had predicted would be hostile to the health reforms.

The prime minister said that Labour's success in the opinion polls on the NHS argument did not reflect the real advances and improvements that had been made.

He contrasted the small group of demonstrators he had met on his way into the hospital with the work being carried out inside it.

"You saw people outside waving Labour placards but if they were in here looking at what has happened in the health service, at the improvements in care, perhaps the climate might be different," he said.

Privately, however, senior Tories admit that the party has had difficulty getting its message on health across.

## Talks issue fuels Ulster campaign

THE ELECTION campaign in Northern Ireland heated up yesterday over the issue of the Anglo-Irish agreement and the future of inter-party talks. Tim Cooney writes.

The Rev Ian Paisley, Democratic Unionist party leader, said "the shutters will come down" on talks if any attempt is made to put the union on the negotiating table. "The union is not negotiable. Full stop."

His remarks run counter to the insistence by Mr John Hume, the leader of the nationalist Social Democrat Labour party, at the launch of his party's manifesto on Wednesday, that "everything will be on the table" when talks resume after the election.

### Scots accusation

MR PADDY ASHDOWN yesterday accused Mr John Major of driving "decent Scots into the separatist camp" by trying to push home rule off the agenda.

The Liberal Democrat leader also risked alienating his own supporters by insisting that Scottish devolution could not be "ring fenced" from proportional representation for the Westminster parliament.

### Teachers' poll

A MAJORITY of teachers will vote Labour, according to an ICM poll for today's Times Educational Supplement. The poll shows Labour with 51 per cent support, the Liberal Democrats with 24 per cent and the Conservatives with 20 per cent.

● A poll for the BBC found that 56 per cent of its viewers believe it carries too much election coverage, compared with 40 per cent who thought there was too much on ITV.

## CBI speaks out against Labour

By David Goodhart, Labour Editor

THE Confederation of British Industry abandoned any pretence of political neutrality yesterday by claiming that a Labour government would damage confidence, deepen recession and lead many big employers to postpone investment plans.

In an open letter to its member companies, the organisation said that "in the clamour of the election campaign" there was a danger that the electorate would overlook the huge improvement in the performance of British busi-

ness under the Conservative party.

The letter listed several policies - all of them Labour's - which the CBI said would jeopardise further improvement for business. They included: the national minimum wage, which the CBI says would cost 150,000 jobs; increasing tax on middle managers; and the renationalising of companies now in the private sector.

At a press conference, Sir John Banham, CBI director general, said: "Confidence is the key for the economy and there are proposals on the table [from Labour], including increasing tax on middle man-

agers, that would have an adverse effect on confidence and house values."

CBI officials were also highly critical of the Labour party's election brochure on manufacturing industry which, they said, did not mention exports or productivity.

Professor Doug MacWilliams, a CBI economic adviser, said that many CBI members had been reporting that a Labour victory would lead to the postponement or abandonment of investment plans because of the uncertain impact on demand of a sharp increase in taxation for upper income groups.

Sir Brian Corby, CBI president, admitted that Labour's policy on capital allowances for industry was better than no policy on capital allowances - which is the Conservative position.

The CBI is also closer to the Labour party on plans to strengthen the Department of Trade and Industry.

The CBI expressed some criticism of the Conservative record, especially in education, transport, and public borrowing. However, Sir John said that Labour had no better solutions in transport because it was opposed to new road building.

## Fears on EC worker law

By David Goodhart, Labour Editor

THE CBI yesterday attacked Labour's commitment to abandoning the government's "opt out" from tougher European Community employment legislation at the Maastricht summit.

A CBI document, Social Europe After Maastricht, published yesterday, says: "The Maastricht outcome leaves UK firms relatively protected from the wrong sort of regulations and from unnecessary burdens." The document says there are grounds for concern that Europe is losing its com-

petitive edge as a result of slower productivity growth and rising non-wage labour costs. Sir Brian Corby, CBI president said: "A greater EC level regulation of working conditions is patently not needed."

The CBI did not cost any of the EC proposals that might become law if Labour signed the full Maastricht agreement.

The Department of Employment has costed one directive, that on working time, at £5bn. An internal departmental memo on the estimates reveals the sketchy basis of the calculations. The memo says: "The basic approach is to estimate

the proportion of hours worked annually contrary to the directive restrictions and then to calculate the wage cost of those hours." The memo also states that transport is likely to be excluded from the directive, which will reduce the cost by about £400m. The memo adds that the government hopes to be able to avoid the imposition of the working-time directive.

It says: "We will argue that it would be in the spirit of the Maastricht agreement for those aspects of the working time proposals that give the UK the greatest problems to be set aside."

## Striking lack of reality undermines yesterday's image

David Goodhart finds the Conservatives victims of their own success in union reforms

A CONSERVATIVE party election poster shows a mass meeting of workers voting for strike action by a show of hands. The slogan reads: "Labour in, everybody out. Don't vote for strikes, strikes, and more strikes."

Yesterday the Conservatives tried to make industrial relations an election issue, but the poster describes a state of affairs that no longer exists. The fact is that, after the introduction of secret ballots in 1984, it has been impossible for unions to call strikes on a show of hands. Labour has no plans to change the law.

The problem, for the Conservatives, is one of success. Mrs Margaret Thatcher's union reforms and the quiescent mood of organised labour for the past few years have reduced the impact of the union bogey.

Most voters seem aware of Labour's more arm's-length relationship with the unions and acceptance of aspects of the reforms, including abolition of the closed shop, restric-

tions on picketing, and ballots for strikes and elections. The philosophical gulf between the two main parties remains wide but the debate about employment law and labour market regulation is now more subtle.

The Conservatives persist in playing the union card, believing that there is still ambivalence about unions and stressing that much has not changed in Labour's union links.

For example, pivotal Labour commitments - including the minimum wage and equal rights for part-time workers - are priority policies because of union pressure. The union block vote at Labour conferences is on the way down, and possibly out, but it still counts for 90 per cent of the votes.

The Conservative attack has concentrated on those aspects of the Thatcher legacy that Labour would reverse. These include banning "ex parte" injunctions which can be granted to an employer with-

out the union being represented; stopping employers from creating artificial companies to exploit the law banning secondary action; and preventing the total sequestration of funds when a union is found to be in contempt of court.

By concentrating on these arcane aspects of trade union law, it is possible to lose sight of how radically a Labour government would change UK industrial relations.

Labour does not like much of the labour-market deregulation of the past decade, believing that it increases insecurity and creates only low-pay, low-productivity jobs that are easily blown away in recession.

It recognises that the labour market, and the working class, has changed. There has been a permanent shift to services and to non-manual work which has brought with it a probably permanent decline in union membership and collective bargaining.

Labour thus proposes to introduce new rights for all employees, in all their new diversity, rather than for trade unions. It intends to continue dismantling Britain's voluntarist system of industrial relations - in which unions and employers slugged it out at the workplace with little intervention from the law - and replace it with a more continental system in which employees have positive rights to balance the restrictions and deregulation of the Thatcher years.

A selection of new legislation which could be on the statute book after Labour's first term includes equal rights for part-time workers, employee right to consultation (probably concentrating on takeovers), improved maternity pay - 14 weeks on full pay - and improvements to the equal-pay laws, and a law banning age discrimination in employment.

Labour's commitment to

reverse the government's Maastricht opt-out from an extension of European Community employment law would lead to legislation on working time and works councils for larger companies, and perhaps much more.

Conservative deregulation policies, such as the extension of the qualifying period for employment protection from six months to two years, would also be reversed.

Labour has a neo-corporatist agenda and here the unions are still important. It wants to reform public-sector pay, although how is not yet clear. It will also try to influence pay-setting more generally through the guidance offered to bargainers in the annual National Economic Assessment.

Labour thinkers are sceptical about devolved pay bargaining and want the unions to deliver responsible pay agreements in the hope of a better trade-off between pay and employment.

In return, Labour offers not only the positive rights but also a new trade union recognition law which will require employers to recognise and bargain with unions if more than 50 per cent of a workforce votes for recognition.

Most employers are worried by the cost of Labour's plans. Those in low-pay sectors are unhappy about the national minimum wage, and especially its effect on differentials. Conservative plans, which mark no significant departure from their current approach, will be more to their taste.

The Tories believe their policies run with the grain of an increasingly flexible, individualistic, white-collar workforce. They say that patterns of industrial relations based on trade unions and collective bargaining are in decline and that individuals and employers increasingly want to deal with each other directly. They would encourage the

trend towards individual contracts, promote performance related pay in the public sector, and may even abolish the Wages Councils which set a floor for wages in some industries. In spite of the Tories saying in 1990 that their programme of union reform was complete, it has recently been revived. Specific industrial relations pledges include new rules governing the automatic "check-off" of union dues, removing the power of the Trades Union Congress to regulate which union workers can belong to, seven days' notice of strikes, and postal as opposed to workplace ballots on strike action.

The differences between Labour and the Liberal Democrats are less marked than those between Labour and the Conservatives. Some aspects of Labour policy, such as employee involvement and signing up to the Social Charter, would have Liberal Democrat backing. Other policies, such as the minimum wage, would not.



## ELECTION 1992

## Conservatives focus on plan to frighten waverers

Political Editor

A THREE-pronged attack on Labour's tax policy, economic competence and Mr Neil Kinnock's leadership has been put at the heart of the Conservatives' election strategy.

Senior ministers said yesterday that Tory hopes of reversing Labour's poll lead rested almost entirely on a plan to

"frighten" waverers in the campaign's final two weeks. Mr Chris Patten, party chairman, has all but abandoned efforts to project Mr Major's policy prospects for the 1990s in favour of what he called "a straightforward Thatcherite campaign" demonstrating that they [Labour] are still socialists.

The approach reflects an acknowledgement that the Conservative campaign has been overshadowed by superior Labour tactics. Some ministers believe that if this weekend's polls do not show a narrower gap there will be intense pressure on Mr Patten to toughen the assault further. The ferocious attack on Mr Kinnock during this week's

health row was designed to put in place the final element in his plan. By yesterday, however, the focus on Mr Kinnock's fitness for office had been obscured by the complex row over Labour's election broadcast.

The ministers said they were confident that the Conservatives could overturn a two-point Labour poll lead by stepping up their onslaught on Mr Kinnock and his party during the last phase of the campaign. At the heart of that strategy - directed principally at winning back the votes of the skilled working classes - would be an advertising blitz saying Labour would put up the tax of every wage-earner by £1,250.

That will be combined with a relentless effort to convince voters that a Labour government would wreck hopes of economic recovery. The third strand - an attack on Mr Kinnock's leadership and his fitness to hold high office - is designed to capitalise on what the Tories insist is widespread mistrust of him among "floating voters". Mr Patten appears confident

that the 39 per cent base for his party's support in recent opinion polls is solid. His strategy now will therefore be focused almost entirely on three groups among the electorate. Disgruntled Conservatives who have switched to the Liberal Democrats will be told that a vote for Mr Paddy Ashdown's party would allow Mr

Kinnock into Downing Street. The same message will be conveyed to former party supporters who have indicated that they may not vote on April 9. Finally, the campaign will aim to attract a slice of the working-class voters who have been convinced by Mr John Smith, the shadow chancellor, that their incomes would be unaffected by a Labour victory.

## Lib Dems aim to fend off the squeeze factor

By Ralph Atkins

THE WORST fear of Mr Paddy Ashdown, the Liberal Democrat leader, has so far failed to materialise - the fierce battle between two far larger parties has not squeezed him into the margins. Since the start of the campaign, Liberal Democrat support has held at about 16 per cent, according to the FT's poll of polls.

This time resources and tactics are better focused than the 1987 Alliance parties' campaign. Mr Ashdown's election strategy consists, almost exclusively, of winnable seats. A campaign to counter charges that a Liberal Democrat vote is "wasted" will begin next week.

Party strategists said yesterday that the swing against the Tories would win this time see Liberal Democrat win seats such as Bath and Cheltenham, which in 1983 and 1987 were tantalisingly close.

In 1987, Alliance candidates came second in 259 seats - mostly to the Tories. "You only need a slight slip from last time for them [the Conservatives] to lose quite a number of seats, many of which are vulnerable to us," said Mr Alec McDivan, deputy campaign director.

He added: "16 per cent in national polls is not actually that relevant to our chances. It is too early, however, to rule out a crumbling in the traditionally soft Liberal Democrat vote, with the knock-on effects in target constituencies."

Realistically, the party knows only a handful of seats are more than "possible wins". Seats the party holds, such as Rochdale, and Southwark and Bermondsey, may be lost to Labour.

At the same time Mr Ashdown is, by conventional analysis, trying to defy political gravity with his radical campaigning themes. A penny on income tax,

higher petrol and the phasing-out of mortgage interest tax relief is not an obvious recipe for winning disgruntled Tories.

Mr Ashdown is trying to convey the impression that Liberal Democrats are distinct from Labour - not a modest alternative, but a different species. He has sown doggedly to his agenda at the cost of lost publicity. Yesterday he tried to talk about the environment when the headlines were dominated by health.

If Labour extends its poll lead, waverers Tories may be frightened back to the fold by the threat of a Labour government and the implications of a Liberal Democrat influence in a hung parliament.

Such arguments are not current at the party's Cowley Street headquarters. Mr Des Wilson, campaign director, believes the lesson of 1987 is that the national and local campaigns must gel. Local activists were angered then by a disorganised national campaign which portrayed the Alliance as the middle ground between Labour and the Tories. Ironically, the only constituency in England that the party won was Southport, which was almost ignored at national level.

This time the party's manifesto, with its jumble of ideas, allows Mr Ashdown to alter emphasis by region - tougher environmental protection in some, improvements in the health service or job creation in others. He sees his measures as populist - particularly the penny on income tax for education.

The radical mix also goes down well in many of the seats the party is defending. In spite of the scepticism of opponents, it is a strategy that has so far stopped past Liberal Democrat supporters from drifting away. The party still hopes it will do rather more.



Green deposit: Paddy Ashdown, campaigning yesterday in the Tory-held marginal of Richmond, at a bottle bank with Lib Dem candidate Jenny Tonge

## Centre party seeks gains at the periphery

By Richard Tomkins

THE political map of Great Britain presents a paradox as it stretches through England's west country. It is a bastion of Liberal Democrat strength, part of Britain's rural Celtic periphery, where associations with Liberalism are rooted in long traditions of independence and religious nonconformism.

Yet throughout the south-west, from Bristol to Land's End, the constituencies are a sea of Conservative blue. Of the 41 seats in south-west England, just two are held by Liberal Democrats. Yeovil in Somerset is held by Mr Paddy Ashdown, the party leader, and Truro in Cornwall is held by Mr Matthew Taylor.

Only two other constituencies stand out from the Tory blue. Plymouth Devonport is

the seat of former SDP leader Dr David Owen, who is standing down; and Ms Dawn Primarolo holds Labour's solitary south-western seat in Bristol South.

It is the paradox of Liberal Democrat support and Conservative representation that makes the south-west a crucial battleground for the Liberal Democrats. Here, more than anywhere, they are seeking to assert themselves as the Tories' expense.

One obstacle is that their underlying strength is greatest in rural areas - in the towns and cities, the vote tends to polarise between Conservative and Labour; so in Bristol, where three of the Conservatives' four seats are vulnerable, Labour stands to gain.

Similarly, Plymouth is more likely to bring a loss to the centre ground than any gains.

Devonport will almost certainly revert to Labour after Dr Owen's decision to stand down, and the centre vote in the other two Plymouth seats - Drake and Sutton, both Tory-held - will probably fall without the Owen factor.

In rural areas, however, the Liberal Democrats are the Conservatives' main rivals. Insofar as Labour has a presence, it has in many areas been squeezed almost to near-invisibility by tactical voting: so it is the Liberal Democrats who stand to cash in on the anti-Tory vote.

Even so, the gap between the Tories and the Liberal Democrats is sometimes so vast that there is little hope of bridging it in a single election. Victory in Devon, for example, would require a swing of more than 13 per cent from Conservatives to Liberal Democrats; in Hon-

ton, more than 14 per cent. It is in Devon and Cornwall, counties associated with Liberal figures of the past such as Jeremy Thorpe and the late David Penhaligon, that traditions of independence are strongest.

Cornwall North and Devon North were both Liberal until 1979 - the former held by John Pardo, the latter by Jeremy Thorpe - and in both, the Liberal Democrats have gradually rebuilt their strength. They now need a 4.1 per cent swing in Devon North, and 4.9 per cent in Cornwall North.

A third possible victory is the Cornish seat of Falmouth and Camborne, where recession has hit the industrial areas of Redruth and Camborne. The popular Conservative incumbent, Mr David Mudd, is stepping down, to be replaced as Tory candidate by

Olympic gold medalist Mr Sebastian Coe - an "outsider" whose selection has cut little ice with the locals. The Liberal Democrats would capture the seat with a swing of just 4.7 per cent - but this is one seat where Labour might split the vote.

Exeter in Devon is a Tory marginal, but here, too, Labour might divide the opposition vote. St Ives, Cornwall South-east and Torbay are on the Liberal Democrat hit list, but they are long shots. In both, they will struggle to oust Conservative party chairman Mr Chris Patten.

A gain of three or four south-western seats would be no small victory for the Liberal Democrats - not least since that is probably as many seats as they can hope to gain from the whole of the rest of the country.

## Ashdown 'would give more to poor'

By Peter Norman, Economics Correspondent

LIBERAL DEMOCRAT Budget plans would "give" far more to the poorest members of society than the Labour or Conservative proposals, but at the expense of middle-income earners, the Institute for Fiscal Studies reported yesterday.

The independent research body said virtually all families with incomes of less than £50 a week would gain between £8 and £9 a week if the Liberal Democrat plans became law. This would compare with additional spending power of between £3 and £4 a week for this income group under Labour, and gains averaging just £1 under the Tories.

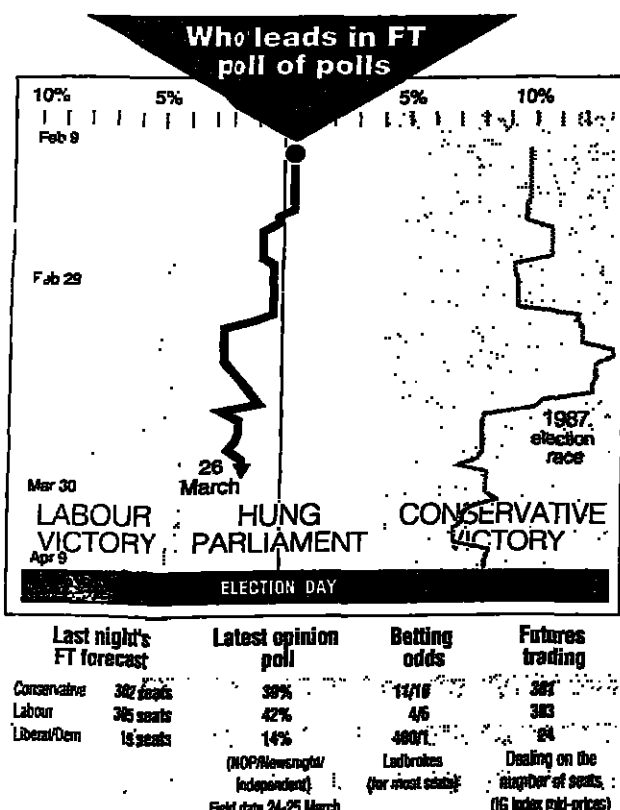
However, at income levels of more than £100 a week the majority of UK families would start to lose under a Liberal Democrat chancellor, while most families with incomes up to £500 a week would gain under Labour.

At the very top income levels - above £1,000 a week - the losses from the Liberal Democrat plan would be smaller than under Labour's shadow Budget.

The IFS said the bias in the Liberal Democrat package towards low incomes reflects the party's generous plans for pensioners and single under-25-year-olds on income support.

The Liberal Democrats plan to spend £4.4bn more on state pensions, against £2.3bn under Labour, on average making married pensioners £11 a week better off and giving single pensioners £6 more a week. Under Labour, the equivalent figures would be £7 and £5 a week, while the government in its March 10 Budget announced increases of £3 and £2 for couples and single pensioners on income support.

Alternative Proposals on Tax and Social Security, IFS, 7 Ridgmont Street, London WC1E 8AE.



THE LIBERAL Democrats appear to have scored a hit with their pledge to increase the basic rate of income tax by 1p to finance a £2bn boost in spending on education, Ivor Owen writes.

According to the NOP poll published in yesterday's Independent, 78 per cent of all voters approve of the proposal. Mr Paddy Ashdown has good reason to be encouraged, too, by the Gallup finding in yesterday's Daily Telegraph on the campaigning efforts of the three party leaders. That accorded him top rating with 34 per cent. Mr Neil Kinnock secured second place (28

per cent) and Mr John Major 17 per cent. Labour led in the ratings for the overall party campaigns at 32 per cent - Lib Dems (24 per cent) and Conservatives (12 per cent).

The poll showed that 46 per cent of voters would like to see the first-past-the-post electoral system replaced with proportional representation. Also 56 per cent of voters want to scrap the government's NHS reforms.

About 67 per cent back a statutory minimum wage of £3.40 an hour, as proposed by Labour, and 26 per cent of all voters, 45 per cent of Conservative voters, back privatisation of British Rail.

## Media Watch: James Buxton

## Scots interest rates may have peaked too soon

A ROW of four men (there are few women in Scottish politics) in armchairs arguing on television about Scotland's constitutional future is the best media entertainment in the general election in Scotland.

There is usually Jim Sillars, the eloquent deputy leader of the Scottish National party, who can silence others by the power of his voice; Donald Dewar, now looking more confident that Labour can hold off the SNP; Malcolm Bruce or Menzies Campbell from the Liberal Democrats; and Ian Lang, the Scottish secretary, who is never ruffled but looks worried.

What makes watching the TV debates more fun than reading the newspapers is hearing the electorate directly. Scottish Television has assembled a panel of 500 people at Lanark in the Clydesdale constituency in the central belt whose voting pattern in 1987 was close to the Scottish average. But if the constituency's 23.5 per cent quota of Tories is there they are keeping very quiet.

The election is different here. There is one first-rate issue, rich with potential consequences and unique to Scotland; the question of the country's constitutional future. Yet it does

not produce very much news. Although John Major was here on Wednesday and Mrs Thatcher on Tuesday, most of the big election news is still being generated in London, and the Scottish broadsheets usually lead their front pages with the same issues as their London counterparts.

The only good Scottish election story was the publication of a letter from Ian Lang to John Major in which Lang outlined what most people suspected - that the Tories want to use the SNP to split Labour's vote.

The newspapers cannot really com-

plain. The heavyweights, the Scotsman and the Herald, have kept the flame of devolution alight in the years when it seemed a colourless abstraction. They had their reward when interest in it soared two months ago, triggered by a Scotsman opinion poll showing that 50 per cent of Scots wanted independence (the proportion has since fallen back to 37 per cent).

However, these papers account for only a small part of Scottish newspaper readership. In Fife and Tayside in eastern Scotland, people read The Courier, published in Dundee. It far outsells The Scotsman, still has class-

ified advertisements rather than news on its front page and has almost daily editorials backing the Conservatives.

Further north, in the Grampian and Highland regions, the daily broadsheet is the Press and Journal, which is also inclined towards the Tories.

The Scottish tabloids should have been utterly predictable a few months ago. The Daily Record, like its sister paper the Daily Mirror, is firmly behind Labour and devolution. However, in January the Scottish edition of The Sun switched dramatically from supporting the Tories to backing the SNP and independence.

## Take me to your leader

John Major has a new challenger. Charles Seaton Cockell is standing against him in his constituency of Huntingdon as the sole candidate of the Forward to Mars Party.

Do not mock. Cockell convinced the FT in a telephone interview yesterday that he is serious. Now 24, he led the first official recognised British expedition to Mongolia in 1990 and discovered a new species of black widow spider which now resides in the Natural History Museum. "It is a false black widow," Cockell says. "It doesn't sting."

Then he went off to the former Soviet Union and, in co-operation with Leningrad zoologists, extracted the genetic code from the extinct woolly mammoth. "The animal is bigger than an elephant," he explains. Having started at Bristol, Cockell is doing his PhD at Oxford on genetic

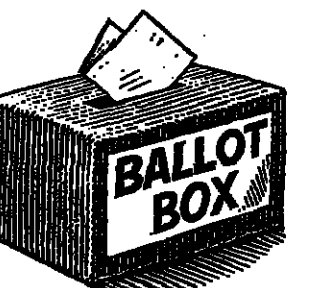
blood-clotting. His real subject is exobiology, which means the study of extra-terrestrial life. It can't really be done properly without space research, hence his interest in the mission to Mars and its potential evidence of early molecules.

Cockell says he will be happy to win 200 votes and hopes that people, including John Major, will notice his programme. When his PhD is complete, he has an offer of a job with NASA, the American space agency, working on the Mars programme - provided it is not abandoned.

**Brittan's roles** Sir Leon Brittan, Britain's senior commissioner to the European Community, was in Edinburgh yesterday to support the Tories.

His main task was to use the weight of his office to warn that if Scotland became independent, it would not automatically become a member of the EC.

Echoing the words of Douglas Hurd, the foreign secretary, Sir Leon suggested that an independent Scotland would have to negotiate membership rather than obtaining it on a plate. The process could take several



years, with those EC countries with their own separatists likely to be unenthusiastic.

"For better or for worse, the EC is quite good at delay at times," he said.

Sir Leon explained that he was giving his independent personal view as a Tory who happened to be a member of the commission.

"All my commission colleagues take an interest in political developments in their own countries," he said. Sir Leon went on to canvass for Paul Martin, Conservative candidate in the Labour-held constituency of Edinburgh Central.

given up the idea of an eventual return to Westminster.

## Liberal whoppy

So far, Dr David Owen has been content to play a limited role in the general election campaign, but many of his former colleagues who ignored his advice and left the Social Democratic Party to join the Liberal Democrats still find him an irresistible target. They can be a little liberal with the truth.

During the warm-up speeches before the appearance of Paddy Ashdown at the Liberal Democrat rally at the Oxford Union on Wednesday, Owen was said to have been instrumental in limiting to 18 months the tenure of the now Lord Bonham-Carter as Liberal MP for Torrington.

When Bonham-Carter, grandson of Asquith, captured the Devon seat from the Conservatives in 1988, it was the first Liberal by-election gain for nearly 30 years.

Tim Razall, the Liberal Democrats' national treasurer told the Oxford rally that Owen had enabled the Conservatives to regain the seat in the general election of the following year by standing as the Labour candidate.

In fact, Owen was then 21. It was not until 1964 that he fought his first, and only, unsuccessful parliamentary contest as Labour candidate at Torrington.

## No picture

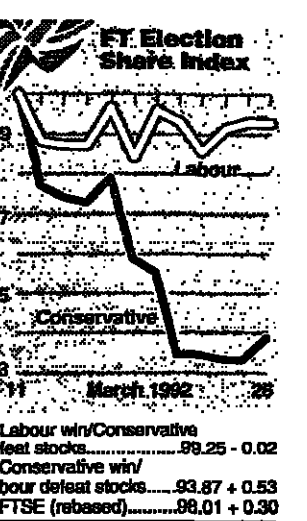
William Waldegrave, the health secretary, was poised for a "photo opportunity" at Central Office yesterday, along with a group of about 30 doctors who support the government's health service reforms.

Photographers downed cameras, however, when the doctors turned out in suits, not white coats. "They could have been anyone," said one lensman. "It would not have been a real picture."

## Standard ad

Labour's qualms about the influence in Greater London of the staunchly Tory Evening Standard have not deterred it from placing a full-page ad in the paper. "Someone is killing 600 businesses in London every week," it says. "We all know the guilty party."

"We feel it is the only way we can achieve balance in London's only daily newspaper," a party official said. The Standard is unlikely to reject the money.



THE STOCK market seemed to judge the Tories the net gainers from the exchanges between the two parties over Labour's health broadcast. Shares that might benefit from a Conservative victory rose by more than the FT-SE index of big company shares, while stocks that might gain if Labour formed a government dropped back. The steady advantage to Labour shown in the first full week of the campaign has faded this week.

## THE PROPERTY MARKET

## New towns show their age

By Vanessa Houlder

England's new town movement, one of the most ambitious programmes of city building ever undertaken, is about to take its place in history.

The Milton Keynes Development Corporation is due to hand over its assets to the Commission for the New Towns, a government-appointed group overseeing the winding up of all new town corporations, on March 31. It will be the last of 21 English new town development corporations, set up at a cost of £4bn since 1946, to be wound up.

Most new towns have a low key, even dreary image that belies the enthusiasm with which they were founded. The movement traces its roots back to the Victorian idealist Ebenezer Howard. His "garden city" concept was embodied in Letchworth in 1903 and in Welwyn, which became a new town in 1948. But it was not until the years following the Second World War that the new town movement came into its own.

The desolation and congestion of bomb-scarred London inspired reformers such as Lewis Silkin, formerly of the London County Council, and Lord Reith to set up new towns in the countryside. The New Towns Act 1946 gave wide powers to the newly-established development corporations to acquire land, create infrastructure and build factories, shops, homes, civic buildings and leisure facilities.

The first generation of new towns, such as Stevenage, Harlow and Crawley were designed chiefly to accommodate the overspill from London. An exception was Corby, which needed housing for workers attracted to its rapidly-expanding steel industry.

The second generation of new towns, such as Redditch, Wokingham and Telford, were designed pri-

marily to revitalise depressed areas of the country. Of the later towns Milton Keynes, established in 1967, was a planning exercise in a car-based society. The first generation of new towns did not take account of the rising levels of car ownership, leaving the town centres cluttered with multi-storey car parks. Milton Keynes is an exception: typically, it takes 10 minutes for a resident to travel to work in the town.

The verdict on the new towns is mixed. They have certainly provided vastly improved environments for a large number of people. "They are popular places in which to live," says Mr Adrian Webb, deputy director of the Town and Country Planning Association, a charity which has promoted new towns.

However, new towns are also accused of lacking soul and community spirit, and of possessing some uninspiring architecture. Many new towns have also failed to attract sufficient industry, thereby forcing residents to commute to nearby conurbations for work. (That said, levels of inward investment are sometimes impressive: there are 43 Japanese companies in Milton Keynes.)

New towns have also been criticised for siphoning off the young and mobile. This is only partly true: a study by the Great London Council in the early 1980s revealed that in London only about 7 per cent of the population that had moved elsewhere went to the new or expanded towns.

Financially, the new towns pres-

ent a mixed picture. The first generation of new towns (Aycliffe, Basildon, Bracknell, Corby, Hatfield, Hemel Hempstead, Peterlee and Welwyn Garden City) were largely successful. Development surpluses repaid the investment in infrastructure.

But the second and third generation (Runcorn, Skelmersdale, Milton Keynes, Northampton, Peterborough, and Warrington), suffered from less favourable locations, high interest rates, a flagging economy and the less buoyant property mar-

**Whichever party is elected, the commission will continue to privatise assets**

ket of the 1970s. In many cases they have had to run to stand still.

These towns were also affected by a shift in government policy in 1977, which resulted in more funds for the inner cities at the expense of new towns. The effect of this shift was to curb the towns' growth, by upwards of a third, resulting in an over-provision of infrastructure.

The election of the Conservative party in 1979 prompted a further shift in policy. Public involvement and spending on the new towns was curbed and a programme of privatisation of new town assets launched.

Initially, the privatisation proceeded slowly. In response, in 1982, Mr Michael Heseltine, the environ-

ment secretary at the time, responded by shaking up the Commission for New Towns, which was seen as a sleepy, bureaucratic quango.

Sir Neil Shields, a Conservative businessman, was installed as chairman, with a strong remit. Under his leadership, the commission drastically cut its staff and increased takings from property sales. "When I came in, the rate of achievement of development corporations was way behind target," he says. After exceeding targets in the late 1980s and raising £2bn from asset sales, the corporations' sales have now slowed down.

The commission faces a large task in the case of Milton Keynes. The town corporation still possesses enough development land to build the equivalent of another small town; its population of 150,000 is eventually expected to reach 210,000. Indeed, the corporation fought hard for a reprieve, at least for another three years, to complete the town's development. Although Sir Neil was not totally unsympathetic to its case, he is confident of the commission's ability to attract enough investment to complete the town's development. "We are not slouches at this," he says.

It seems likely that whichever party ends up in power after the UK election on April 9, the commission will continue to privatise new town assets.

The prospect of more new towns provokes vehement opposition from people who see them as an auto-

cratic piece of social engineering. But deteriorating housing stock in many areas makes the case for such towns compelling. According to the Town and Country Planning Association, 2.8m new dwellings will be needed in Britain between now and 2011, about the total number of dwellings in Greater London.

The Town and Country Planning Association has called for a revised new towns programme. "There is a strategic necessity for some new settlements" says the association's Mr Webb.

Over the past decade the private sector has tried to gain a direct role for itself in the development of new towns. In 1983, Consortium Developments, backed by the property developers Wimpey, Barratt, Beazer, Tarmac, Bovis, Laing, and McCartney and Stone, announced that it was looking at sites for between 12 and 15 new towns to meet the demand for homes. But after repeatedly becoming bogged down in the planning process, the project was abandoned.

Eagle Star has also submitted proposals for a new town at Micheldever in Hampshire as part of that county's structure plan. This has been fiercely opposed by the county council and environmental groups. The Prince of Wales has also lodged his own proposal for a new town at Poundbury, near Dorchester.

Mr Michael Heseltine, the environment secretary, has also hinted at another proposal for new towns as part of the development along the East Thames Corridor.

If new towns are to be set up in relatively unpopular areas, there will be a need for government intervention. A renewed new town movement, driven by the public sector, may not be entirely a thing of the past.

## Monthly Index

Total (Index based at Feb 1991 = 100)



Monthly change (Index based at Dec 1988 = 100)

	1991	Jan 1992	Change
IPO	115	117.13	0.02
Retail	115	117.13	0.74
Office	115	117.13	0.98
Industrial	115	117.13	0.27

IPO: Retail Office Industrial

## Little cause for cheer

Total returns on property in February to zero, according to investment Property Databank, independent research company.

"Yields were held in January levels, but the downward pressure on rents is particularly directly through to capital value," it said. Rents dropped by a full percentage point during the month capital values fell by 0.7 per cent.

The total return capital growth rates for the month were up, but at a slowing while rental values continued to fall. The year-on-year total return 1 per cent, while capital value improved marginally from per cent for the year to January, 6.6 per cent for the year to Feb.

In February, retail property outperformed the industrial sector with a total return of 0.5 per cent compared to 0.1 per cent. However the year-on-year results confirmed industrial property as the highest performing sector, with a total return of 8.3 per cent for the year to February.

The office sector is experiencing short-term volatility. Last month's optimistic signs gave way to a 2.1 per cent fall in rental values, the greatest monthly drop for more than a year, and a 1.3 per cent fall in capital growth. Capital growth for the year remained relatively stable at -13.8 per cent, while total returns showed some improvement, and yields were unchanged at 9.9 per cent.

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Lucy Kellaway meets the boss of Dixons in a converted church, where he is happily shuffling papers

## Why high technology leaves Stanley cold

**MY OFFICE** "THIS is the office of a tidy, disciplined person, someone who is well organised and pretty savvy. He is a senior businessman with average tastes." An outsider might not altogether agree with Stanley Kalms' appraisal of his own office.

The room, which is carved out of a converted church in the quiet back streets of Mayfair, seems rather feminine, cosy and chintzy. With its bordered carpets, fake coal fire, co-ordinated floral curtains and sets of reproduction furniture, it strikes an odd contrast with the crowded high-tech displays of his Dixons shops.

Kalms is happy with the general effect. "Since I understood what style meant," says the self-made retailer, who joined the Dixons business at the age of 18, "I have always gone for a sense of warmth."

"I like browns and I don't like

modern things." While the room has the feeling of a pretentious suite in a hotel, its occupant makes up for it with a certain engaging directness. Kalms is one of the survivors in retailing: for 44 years he has presided over Dixons, watching other high street chains come and go.

He is a staunch conservative, both a big C and a little one. He has made generous contributions from his substantial private fortune to the Tory party, and in general seems opposed to change.

His office has been managed in the same way for 20 years by Olive, a kindly, matronly sort of woman. "I depend 100 per cent on Olive. She looks after me every hour of the day."

But while the chain has grown by selling increasingly sophisticated products, Kalms himself has stuck to old-fashioned habits. In his office is a photograph of the first Dixons store opened in Edgware, north London, in 1948.

One senses that his ideas about how to run the business may not

have changed much since then.

On his large, leather-topped desk (which is otherwise quite empty) is a computer print-out of a couple of inches thick. This is delivered first thing on Monday mornings and contains the previous week's sales and margins for every product at each of the group's 800-plus stores.

But is filling his head with thousands of profit margins really the best use of the chairman's time? "I'd be no use at strategies if I didn't understand how the camcorder was selling," he says.

Doesn't such attention to detail suggest a reluctance to delegate? On the contrary, Kalms says, he is so good at letting the directors get on with their jobs that he has even moved out of the drab, Ealing headquarters into the more private Mayfair suite. "I don't like living over the shop," he says.

Despite the large computer screen behind his desk, Kalms sticks to paper whenever possible. "I can't use the computer," he says, quite unabashed. "Technology has passed me by. I'm much more comfortable



Stanley Kalms: "I can't use the computer. Technology has passed me by. I'm much more comfortable looking up the tabs"

looking up the tabs."

Neither does he know how to work any of the old cameras that are displayed in his glass cabinet. "I'm one of the most untechnical people of all time, which gives me a good eye for which products are going to sell."

There are, however, two gadgets in the office that he has no problems working. A pair of identical

brass temperature gauges in different parts of the room allow him to indulge his obsession with being too hot or too cold. "At board meetings I'm up and down all the time to check on the air conditioning," a sign of the fussy meticulousness that his underlings have sometimes found hard to bear.

He likes being in his office to "being in the nest or in the womb".

For Kalms, the effect is strengthened by a huge, grimy canvas by French artist Bernard Buffet - "one of the best investments Dixons ever made" - showing a cold, bleak level crossing.

"I like the contrast with the warmth of the office," he says. He has lots of pictures by the same painter at home.

Kalms sees his office as a place in

which to receive visitors - beyond two arches in his room there is a plush area with sofas and comfortable chairs.

Serious work, he thinks, is better done at home in the evenings. He points to a fat document about the health of retailing. "It's best to read that sort of thing in your slippers," he says.

## All change at Barclays, if they can manage IT

Paul Taylor reports on the bank's plan to educate a generation of computer-literate managers

Joseph De Feo is blunt about what needs to be done at Barclays to forge a successful partnership between its basic banking business and computer technology. "We are re-defining what it is to be a business manager," says the bank's American-born director of Information Technology (IT) and Services Businesses.

The future of banking, he believes, is tied to the successful management of the computer technology which has come to dominate the financial services industry. So, he argues, Barclays "must raise a generation of IT literate managers who have the fundamental skills to manage this technology and who are not afraid of it."

But training is just one of a series of changes Barclays has been implementing in an attempt to maximise the benefits of IT, and bridge the chasm between the back-office technicians and the front-line business managers. These problems are not

unique to Barclays, or even the financial services sector, although Barclays' IT operations are particularly large.

The bank has a worldwide computer staff of 6,000, with 3,200 in the UK alone, and a total annual IT expenditure of £1bn.

But in many large organisations, the introduction of computers over the past 25 years has raised issues which are only now beginning to be tackled. As De Feo himself acknowledges, in the early days IT was regarded as something of a "black art," whose practitioners "worshiped the altar of technology". In many organisations the move to computerisation generated tensions and what De Feo calls "the tyranny loop".

This began with a gulf between users and practitioners. The users

had insufficient understanding of IT and became frustrated with the poor quality of the service, while the experts, who knew little of the business, became frustrated because the users were unable to articulate their requirements.

Over time, experts became used to directing the way IT would be used and found it difficult to be more responsive. As a result, the contribution computers could make to the business was diluted, while the costs continued to escalate.

Some companies have sought to overcome these problems by adopting a firm, centralised grip over IT activities.

But De Feo argues that such an approach is "extremely difficult" in complex organisations like Barclays where line business managers have a high degree of autonomy.

Instead, Barclays has adopted a new approach which includes devolving some computer functions into the main business areas of the bank, and introducing competition into other IT services.

To provide a "unifying management philosophy" for the changes, Barclays selected total quality management (TQM) because, says De Feo, "people understand what TQM means... it does not mean building a Rolls Royce when the customer wants a Ford. It means delivering what the customer wants".

To ensure that IT is kept at the forefront of management thinking, a new IT board has been formed. It is chaired not by an IT executive,

but by Andrew Buxton, Barclays group managing director - a move designed not only to underline senior management's commitment to the restructuring of IT operations but also to emphasise its central role in improving Barclays' competitiveness.

The IT board is made up of the heads of all the business units and is responsible for IT policies across the group. Beneath the board sits the Group IT Executive (GITE), comprising all Barclays' IT executives, and Group Information Systems Technology (GIST) a core group whose 350 staff are in charge of technical issues such as architecture and standards, tracking important projects, and providing the central benchmarks against which all IT issues are measured.

However, the most important

change introduced after a review by Nolan Norton, part of KPMG Management Consulting, has been to split up the old Centralised Information Systems Department and "devolve" the 1,500 systems development and end-user staff. These staff now make up individual IT units attached to each of the group's main business divisions.

There were, however, some IT functions which Barclays decided should remain centralised, in order to obtain economies of scale, while at the same time introducing a new element of competition. Two new units, Barclays Computer Operations (BCO), responsible for managing the bank's UK computer systems, and Barclays Network Services (BNS), responsible for its voice and data telecommunications services, have been set up as quasi-

commercial business units. "We have created two business units but put them under direct commercial pressure," says De Feo.

The aim is to make the two units bid on the basis of price, quality and service in competition with outside service suppliers for internal Barclays work. They will also be permitted to act as Facilities Management (FM) companies, offering their services to external customers, although De Feo emphasises Barclays has "reasonably modest ambitions" in this area.

De Feo also plans to develop a measure for the value added by IT to the business. "It has to be real value in terms of meeting customer requirements," he says.

In some areas, De Feo says, a "sharper" attitude is already apparent. However, he accepts that it may take years before it is possible to assess whether Barclays' bold attempt to change its IT culture has been a success. In the meantime, the initiative is being closely watched by other companies which have yet to tackle the issue.

### CONTRACTS & TENDERS

#### PETROLEO BRASILEIRO S.A. - PETROBRAS INTERNATIONAL COMPETITIVE BIDDING CHANGES NOTICE OF BIDDING NOTICE NO. 874.001/91

**SCOPE:** Purchase of centrifugal and reciprocating compressors for hydrogen duty, for the construction of the Hydro-treatment Process Unit at Presidente Bernardes Refinery, in Cubatão, SP.

#### CHANGE IN THE DEADLINE FOR SUBMISSION OF BIDS:

PETROBRAS inform that the deadline for submission of bids have been postponed to May 5, 1992 and that the address, time and procedures established in the Bidding Notices will remain unaltered.

#### PETROLEOS MEXICANOS TENDER NO. STI-032092

Petroleos Mexicanos, the Mexican National Oil Agency, invites all interested parties to bid for supplying detailed engineering procurement construction and start-up for residue Hydrodesulfurization complex of 60,000 BPSD to produce low sulphur (0.8 WT 00) Fuel oil.

Information related to this project is available from:

Pemex Services Europe Ltd, Second Floor  
4-5 Grosvenor Place, London SW1X 7HB.  
Contact: Gustavo Mohar Pemex Representative

March 25th, 1992.

### APPOINTMENTS

#### SENIOR MATCHED BOOK TRADER

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### LEGAL NOTICES

Compney No. 1510217  
Registered in England and Wales  
BOLIVENCY ACT 1986  
Compney No. 1510217  
PASSED

An extraordinary general meeting of the above named company duly convened and held at The Wessex Hotel, West Crib Road, Bournemouth, Dorset on 18 March 1992 the following resolutions were passed: No 1 is an extraordinary resolution and No 2 is an ordinary resolution.

1. That a fee be paid to the satisfaction of this meeting that the company cannot, by reason of its liabilities, continue its business and that it is advisable to wind up the same and THAT accordingly the company be wound up voluntarily.

2. THAT Alan Peter Whitley ACA of Cork Gully, HR, 1, Lanes, Richmond, Hill, Bournemouth, Dorset (B2 8HS) be and is hereby appointed liquidator of the company. Dated 18 March 1992

CG Rights Chairman

At a meeting of creditors held on 18 March 1992 the creditors confirmed the appointment of Alan Peter Whitley as liquidator.

### PUBLISHED NOTICE OF CREDITORS MEETING

Registered No. 2008547

Registered in England and Wales

IN THE MATTER OF

QUEENSTREET (MIS) LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 18 of the Insolvency Act 1986, that a MEETING OF THE CREDITORS of the above named company will be HELD AT The Chartered Insurance Institute Hall, 20 Aldermanbury, London EC2V 7HY on 15 April 1992 at 11.30 am for the purpose of considering the petition for winding up of the company and the appointment of a liquidator.

A list of the names and addresses of the company's creditors may be inspected free of charge at: Springfield Road, Hayes, Middlesex between 10.00 am and 5.00 pm on 1 April 1992 and 2 April 1992.

Creditors wishing to vote at the meeting (unless they are individual creditors attending in person) must lodge their proxies at Cork Gully, Shalford House, 3 Noble Street, London EC2V 7JD no later than 12.00 noon on 14 April 1992.

Creditors must submit a proof of debt before voting and, unless they surrender their security, secured creditors must give particulars of their security and its value.

DATED this 24th day of March 1992.

BY order of the Board.

Mr P. Marsh, Director.

### BUSINESSES FOR SALE

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#### Cabal Tools Limited

The Joint Administrative Receivers, David Wilton and Ian Carruthers, offer for sale the business and assets of this established tool manufacturers.

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Please address any enquiries to: The Joint Administrative Receiver, David Wilton or Bob Young, Cork Gully, 43 Temple Row, Birmingham B2 5JT. Telephone: 021 236 9986. Fax: 021 200 4040.

Cork Gully is authorised in the name of Cooper & Lybhead Solicitors by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Cork Gully

#### Applied Telematics Group Limited

The Joint Administrative Receivers offer the business and assets for sale.

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The FT proposes to publish this highly topical survey on

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Data source: Chief Executives in Europe 1990.

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The business and assets of the trading companies of the Hydra group are for sale as a consequence of receivership.

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## TECHNOLOGY

## Science goes on the road

Four European science organisations are joining forces to put on Cosmorama, a touring exhibition which will visit 20 countries over four years from 1993.

"Our aim is to represent in one single exhibition man's present knowledge of the universe," says Brian Southworth of Cern, the European Particle Physics Laboratory, who is chairman of the organising committee.

"We want to show all our delight at the things we already know and all the mystery of the things we do not yet know."

Cosmorama will contain large animated displays - Inside the Big Bang, Inside the Milky Way, Inside the Solar System and Inside the Living Cell - to represent the work of the four organisations: Cern, ESO (European Southern Observatory), ESA (European Space Agency) and EMBL (European Molecular Biology Laboratory).

There will also be operating scientific instruments, including spark chambers to reveal the cosmic rays irradiating the earth. "But we are making the presentation of the laboratories themselves secondary to the overall scientific aim of the exhibition," Southworth says.

Nigel Calder, a well-known British science writer, has written the storyline to knit everything together. Visitors will be directed around the exhibition in their local language, with Calder's commentary transmitted by infra-red to individual headsets.

The budget for the exhibition and its touring expenses will be about £2m, which the organisers hope to raise mainly from corporate sponsors. The 20 host cities will spend an extra £2.5m to meet local costs.

Cosmorama's tour is scheduled to start at the Helsinki Science Centre near Helsinki in March 1993 and finish in Moscow four years later. Its UK visit - to Birmingham - will be in mid-1994. Three 13-metre vehicles, nicknamed the Spacestrains, will move it from city to city.

The exhibition will spend six weeks at each venue and will be updated continuously to feature new discoveries - for example a comet founded by ESO astronomers or a genetic discovery at EMBL. The organisers estimate that 1.5m people will visit the show.

Clive Cookson

As the dust settles on one of last year's biggest takeover controversies, managers and technologists at two very different suppliers to the food industry are gingerly beginning to make an omelette without breaking eggs.

More than a year after Tetra Pak, the packaging equipment and materials group best known for its Tetra Brik brick-shaped carton, announced the SKR16.25bn (£1.6bn) takeover of Alfa-Laval, the manufacturer of food, agricultural and industrial process equipment, the two Swedish companies are investigating how to make the merger work. "It is taking off, and it's going to be very interesting for both companies," says Jörgen Haglund, Tetra Pak's communications director.

It is also an unprecedented, and at first glance rather curious situation. Instead of combining fully, the two companies are remaining separate. Their relationship is assuming a T-shape, with vertically integrated Tetra Pak providing the downstroke, and horizontally-integrated Alfa-Laval the cross-stroke.

In technology terms, the link stands where the two strokes meet, with liquid food - its processing, packaging and distribution - providing the connection.

Synergies in that product area are now being examined - Alfa-Laval, for example, has developed a new process for heat treatment of liquid eggs that could link with Tetra Pak's continued efforts to find new applications for its cartons.

But the two companies are also looking at possible long-term benefits from closer links between Alfa-Laval's non-food activities, such as its process control subsidiary Satt-Control, and Tetra Pak.

Either way, what is emerging is a technology-led business combination in which knowledge and skills, rather than corporate entities, are being merged. Synergies are being discovered at divisional and product development level rather than imposed from above.

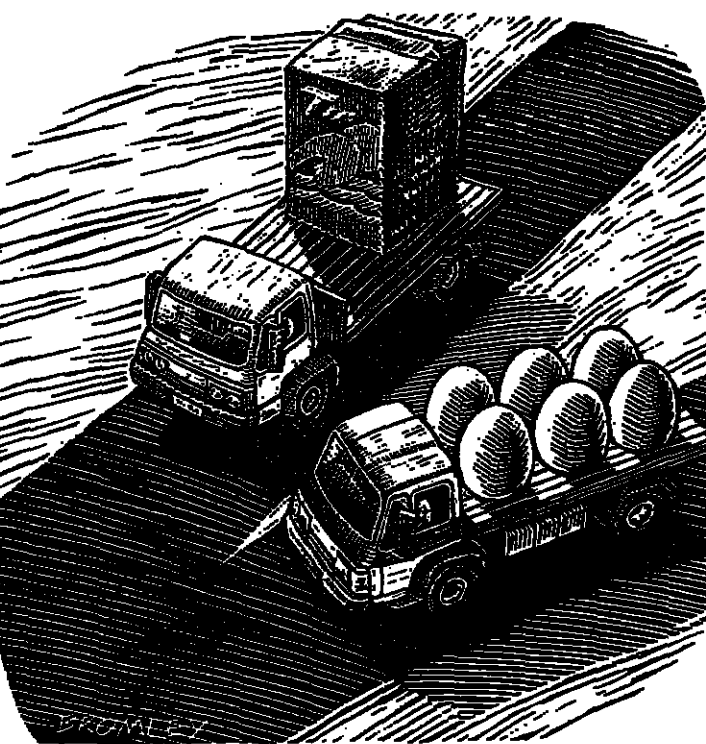
Contacts, inevitably, have been established at board level, and Alfa-Laval's financial department has been closed down, but the two companies have avoided the trouble that could easily have plagued a full integration of a marketing and a manufacturing culture.

The structure, Haglund suggests, might be applicable in other situations where companies have products that stand in-line in a client's manufacturing process - Alfa-Laval's process equipment produces liquid food that is then packaged in Tetra Pak's machines and cartons.

That may prove to be true, but meanwhile there is little doubt that the unusual structure helped the two companies sidestep an assault from Brussels that focused on such

Andrew Baxter describes how two food industry suppliers have blended their skills

## Exchanging recipes



links. Soon after the takeover was announced in January last year, the European Commission launched one of the first in-depth inquiries under its recently introduced rules for large takeovers.

The EC's concern was that competitors either in the food process-

ing or packaging equipment sector would be disadvantaged if the merged company offered a package deal, including, for example, Alfa-Laval equipment at below the commercial price. Similarly, competitors could have lost out if Tetra Pak and Alfa designed equipment that

could only be linked to each other's products.

However, by May last year, the Commission had apparently decided that it had no authority to make a ruling on the merger because it was neither a horizontal nor a vertical combination. The two companies

'At the end of the day the engineers and technical people on Alfa-Laval's food side and Tetra Pak can really make a difference. We have a chance to create something not achievable before'

had, in any case, promised not to act anti-competitively.

Even so, Tetra Pak and Alfa-Laval have to develop technology and processes synergies while mindful of the fact that "we are being watched from Brussels," as Bo Wirsén, head of Alfa-Laval's food business, puts

it. Both companies are convinced that they can achieve this in the long-term, even if the initial steps are tentative.

This month Alfa-Laval begins a series of informal discussions with its senior managers and sales managers to acquaint them fully with how to interpret the EC's concerns. "I don't think it's going to pose a problem, but equally it's very important that we all understand the implications," says Wirsén.

At the same time, two parallel series of discussions have begun between the two companies. The first links Tetra Pak with different parts of Alfa-Laval's food business via separate project groups in liquid foods, convenience foods, ice cream and other areas. The intention says Wirsén, is that in the medium-term the discussions could produce "new technological solutions that give customers a distinct competitive advantage".

The second initiative involves project groups aiming to find synergies between Tetra Pak and Alfa-Laval's non-food activities such as control equipment and heat exchangers, many of which number food equipment among their applications. Wirsén suggests that Alfa-Laval's strengths outside its food division may have come as a surprise to Tetra Pak following the takeover.

The aim of these links is to build on connections between the two companies that have ebbed and flowed over the past 30 years. Both companies have built global organisations from one idea - Gustaf de Laval's continuously working separator invented in 1877 and Ruben Rausning's device to form, fill and seal packages under the liquid level from a roll of packaging material.

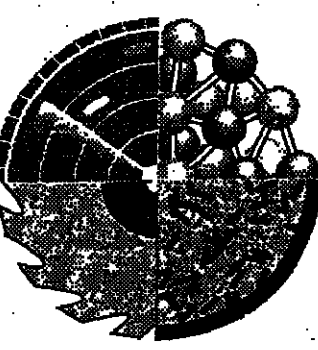
Both companies are also strong in the dairy sector and in aseptic packaging, and their paths have inevitably crossed on big projects.

For the future, though, the priority for the two companies is to exploit opportunities arising from "integrated solutions" for a food industry that increasingly wants large processing plants built for them on a turnkey basis.

Achieving that would seem difficult in two separate companies with their own marketing departments. But Wirsén maintains it should be easier, now that the companies have merged, to develop new liquid food technologies or new approaches to total automation of food processing.

"At the end of the day the engineers and technical people on Alfa-Laval's food side and Tetra Pak can really make a difference... we have a chance to create something that was not achievable before." And, if they are careful, to keep Brussels happy.

## Worth Watching - Paul Taylor



## An early warning can save the day

Early warning of jet engine damage or failure could help improve air safety and perhaps save the lives of aircraft or helicopter passengers.

Smiths Industries is developing a gas turbine electrostatic engine monitoring system which will provide pilots or ground crews with up to 100 hours' warning of engine problems.

The system, initially developed by United Technologies' Sikorsky Aircraft Division and then licensed to Smiths Industries' US aerospace subsidiary, detects clouds of charged particles caused by abnormal engine conditions in the exhaust gas stream.

A complementary warning system, particularly useful in helicopters, uses a radio frequency coil to detect small metallic particles in fluids or in the hydraulic system. Warnings of up to 10 hours of impending transmission failure can be achieved. Smiths Industries: US, 201 822 1300; UK, 061 458 8332.

## Two more bites from Apple

Apple Computer aims to expand its sales of laser printers and scanners with the launch this week of models designed to work with IBM-compatible personal computers running the popular Microsoft Windows operating system, writes Louise Kehoe.

The Apple Personal LaserWriter NTR is aimed at individual PC users as well as small workgroups using a mix of Apple and IBM-compatible computers. Priced at \$2,199 in the US, it will compete head to head with comparable printers from market leader Hewlett-Packard. The UK price is £1,685.

Apple is also offering an IBM-compatible version of its image scanner, a device that simplifies the process of transferring a photographic image on to the computer screen. The OneScanner for Windows is priced at \$1,299 in the US, and will be available worldwide later this year. Apple: US, 408 996 1010; UK, 061 589 1199.

## Astronauts on a flight of fitness

Astronauts on NASA's space shuttle need to exercise. But often they can't work out as vigorously as they would like for fear of disturbing sensitive scientific experiments, writes Ian Holdsworth.

Nasa and Lockheed think they have solved the problem with a new kind of platform which supports exercise equipment such as a treadmill or rowing machine yet cancels out any vibrations. The Isolated/Stabilised Exercise Platform will have its debut in June on the shuttle Columbia.

Astronauts need hard aerobic exercise daily to prevent dizziness when they return to earth, says Dr Damon Smith, project leader at Lockheed. "In the presence of microgravity research such as protein crystal growth, this amount of activity interferes. It's important that the shuttle astronauts get the exercise and the experiments be protected." Lockheed: US, 408 742 6688.

## Companies stick by green credentials

Companies wishing to promote their environmental awareness can now buy stickers featuring a renewable acidity which shows the level of acidity in rain by changing colour.

Invented by Anthony Maxwell and available through his company Maxwell-Patch, the stickers can be customised with text and corporate logos.

Alternatively companies can buy packets of six special fund-raising acid rain monitor stickers promoting the up-cycling of waste. The stickers will be held in Rio de Janeiro at the start of June. More than two-thirds of the \$2 sticker purchase price will go to supporting the Earth Summit. Maxwell-Patch: UK, 071 355 1096.

## FT LAW REPORTS

## Bank funds are unfrozen

POLLY PECK INTERNATIONAL LTD v NADIR & OTHERS

Court of Appeal: Lord Donaldson, Master of the Rolls, Lord Justice Stocker and Lord Justice Scott; March 19 1992

THE FUNDS of a defendant bank against which the plaintiff has only a speculatively arguable case should not be frozen by Mareva injunction pending judgment if the effect would be to interfere with the normal course of its banking business. But where there is a likelihood that the bank may remove funds to avoid the effect of a possibly adverse judgment, the court may order it to earmark traceable sums and refrain from dealing with them than other than in the normal course of business when no other funds are available.

The Court of Appeal so held when discharging a Mareva injunction granted by Mr Justice Millett against the Central Bank of the Turkish Republic of Northern Cyprus, as fourth defendant to an action by the administrators of Polly Peck International plc (PPI) against Bank Asil Nadir, Kibris Endustri Bankasi Ltd (IBK) and others.

LORD JUSTICE SCOTT said PPI was the holding company of more than 200 subsidiaries. Mr Nadir was its chief executive.

IBK was a Northern Cyprus bank. It was controlled by Mr Nadir and provided services for the PPI group. It had few customers, if any, other than members of the group and Mr Nadir's family.

Central Bank was incorporated in Northern Cyprus in 1983 and had supervisory and regulatory powers.

Under Northern Cyprus law, every bank operating within the territory must be authorised by, and hold 20 per cent of its foreign currency reserves with, Central Bank. IBK maintained an account with Central Bank in Lefkosa.

Both Central Bank and IBK maintained accounts at Midland Bank International's Cannon Street branch.

In the action, PPI claimed against Mr Nadir and IBK respectively for misapplication of £378m and £142m of its

funds. The claim against Central Bank related to £44.987m of the £142m.

From September 1987 to October 1990, IBK transferred £44.987m from its own account at Midland to Central Bank's account at Midland, in exchange for a corresponding sum in Turkish lira or sterling credited to IBK's account with Central Bank in Lefkosa.

It was common ground that Central Bank assisted in the scheme to the extent that it received the funds transferred to it by IBK in London, and made the funds available to IBK in Northern Cyprus.

The administrators contended that Central Bank either had actual knowledge that the funds were being improperly transferred away from PPI, or that circumstances put it on inquiry that that was so. The pleaded case against it was one of constructive trust.

The writ was issued on October 22 1991. Mr Justice Millett granted an *ex parte* Mareva injunction within the UK against Central Bank, limited to £38.2m.

The order now under appeal was made *inter partes*. Mr Justice Millett concluded that PPI had shown an arguable case against Central Bank as constructive trustee in respect of the £44m; that there was a real risk it might remove its funds from the jurisdiction; and that a Mareva injunction ought to be granted.

A Mareva injunction could never be justified unless a fair arguable case for liability could be shown. But the strength of the case sufficient to support the grant of a Mareva injunction was dependant to some extent on the consequences to the defendant if an injunction were granted, as well as the consequences to the plaintiff if an injunction were not granted.

PPI's main case was one of constructive trust. It was said that if equitable tracing rules were applied to the £44m transferred from the IBK account to the Central Bank account with Midland, about £10.7m still stood to the credit of Central Bank.

It was accepted for present purposes that (i) the transfers of the £44m were procured by Mr Nadir; (ii) they were not effected for PPI's proper purposes and represented breaches of Mr Nadir's fiduciary duty to

PPI; and (iii) the breaches of fiduciary duty were dishonest.

For the purposes of the appeal, the court asked itself whether a fair arguable case had been shown that Central Bank must have realised the funds were PPI's funds, and must have been suspicious that they were being misapplied.

Although Central Bank must have known the £44m was group money or Nadir money there was no basis on which to infer that it knew or ought to have known it was PPI money.

Mr Justice Millett thought the circumstances in which the transfers were made should have made Central Bank suspicious, because of "the sheer scale of the payments".

At the relevant time, Mr Nadir was a man of unimpaired commercial reputation and integrity. Why should Central Bank have suspected impropriety because of the scale of the transfers?

The case shown by the evidence as to how stood was speculative and dependant for its success upon something emerging that cast suspicion on Central Bank and its good faith.

As to whether PPI's case ought to be protected by injunction, it was a general principle that a Mareva injunction ought not to interfere with the ordinary course of the defendant's business.

That made the grant of a Mareva injunction against a bank very difficult.

A Mareva injunction ought never to prevent a defendant from paying his creditors their due debts. A bank must repay depositors in accordance with the terms on which the deposits were held.

Central Bank had no customers other than the authorised banks of Northern Cyprus. The purpose of requiring them to keep 20 per cent of their foreign currency holdings with Central Bank was to ensure their foreign currency liquidity. Roughly 60 per cent of Central Bank's total foreign currency deposits were held frozen in London.

The injunction had already seriously affected its foreign currency liquidity and interfered with its normal manner of carrying on business.

To maintain the injunction would be likely to inflict irreparable harm. The other side must also be

taken into account.

If the action against Central Bank succeeded to the extent of the full £44m claimed, it would be hopelessly insolvent. Well before judgment, if there was any likelihood of judgment being adverse, it was likely to have looked for a safer place for its foreign currency reserves.

It did not follow, however, that the absence of funds in England would necessarily prevent PPI from enforcing judgment (if obtained). Funds kept in any of the Brussels Convention countries would be vulnerable to enforcement procedure.

For two reasons the balance came down against continuance of the Mareva injunction. First, PPI's case against Central Bank was no more than speculative.

Second, it was wrong in principle to grant a Mareva injunction so as to interfere with the normal course of the defendant's business. To impose a Mareva injunction that would have that effect in order to protect a cause of action that was no more than speculative was not simply wrong in principle, but positively unfair.

Central Bank should be required first, to earmark the £10.7m in a separate account; and second, should be restrained from dealing with the earmarked fund otherwise than in the normal course of business and unless and to the extent that there were no other available funds in England.

The appeal was allowed. Lord Justice Stocker agreed.

LORD DONALDSON MR also agreeing, said the special problem in the case of a bank was rooted in the fact that its stock in trade was money borrowed from depositors. Any order which could produce a "run on the bank" (withdrawals not replaced by deposits) would be inimical to the purposes for which the Mareva jurisdiction existed. It was not that a Mareva injunction could never be granted against a bank, but the circumstances would have to be unusual.

For Central Bank: Philip Heslop QC and Richard Millett (Theodore Goddard).

For the administrators: Robin Potts QC, Leslie Kosmin and Sandra Bristol (Aislinn Wilkin-son).

Rachel Davies  
Barrister

## PEOPLE

## Cosmopolitan Scot to Salvesen

SALVESEN, the distribution, manufacturing and specialist hire company, is turning back to its home base of Edinburgh to find its next non-executive chairman. It is choosing Alick Rankin, chairman of Scottish & Newcastle, to replace John West who retires in July.

West, formerly chief executive of food group Reckitt & Colman, is now 64 and has been chairman since 1989. He was brought on board to lend

some outside experience to the group on the retirement of Sir Gerald Elliot, a member of the Salvesen family which still holds a total of 44 per cent in the company. A few months later a new chief executive, Chris Masters, came in, and the company's performance has markedly improved since then.

While West operated from London with occasional visits to Scotland, Rankin, 57, who

has been non-executive director of Salvesen since 1986, is based in Edinburgh. One of the most cosmopolitan members of the Scottish business establishment, he gave up the post of chief executive of Scottish & Newcastle early last year, and is evidently now looking to fresh pastures. He recently became chairman of Scottish Financial Enterprise, the organisation which lobbies for the Scottish financial sector.

## Nabarro for Hambros Northern

William Nabarro, a 36-year-old corporate financier, must have set some sort of turnover record. He has joined HAMBROS BANK for the third time and for the second time has left MAI, the financial conglomerate headed by Labour peer Lord Hollick.

Nabarro has been appointed managing director of Hambros Northern. Based in Leeds, it will provide corporate finance advisory services and represent the merchant bank's first move outside the Home Counties.

Hambros has strong links with Yorkshire, helped by the presence of Lord Halifax on the board of its merchant bank; but Nabarro stresses that it was his idea to set up shop in Leeds. West Yorkshire has a "very strong economy" and a heavy concentration of local company headquarters, so "more strategic decisions are taken around Leeds than one might think," says Nabarro.

The Leeds Permanent Building Society is an old client of Hambros and the bank also advises several other local names such as William Cook, Persimmon, and Evans of Leeds.

Although Nabarro is reluctant to elaborate on his reasons for leaving MAI, it seems as if he is probably better at advising companies than running them. MAI is a long standing Hambros client and Nabarro has been involved with the firm for more than a decade and advised on several of the company's major acquisitions.

After a two-year spell as MAI's group development manager in the mid-1980s, he rejoined the group in late 1989 and was given the task of building up a specialist market research and business information operation. MAI spent well



over £50m acquiring NOP and MIL, two of Britain's best-known market research firms, and a 25 per cent stake in Addison Consultancy. The intention was to float these supposedly fast-growing com-

panies on the stock market at a fancy multiple which would improve MAI's own lowly rating.

However, the recession intervened, the profits of the new information division slumped and MAI is left with what looks like some rather expensive acquisitions on its hands. Nabarro is not retaining his seat on the MAI board and has been replaced as chief executive of MAI's information division by 31-year-old Graham Hill, previously managing director of Milpro, MAI's international healthcare research company.

Mark Archer and Nancy Curtin have been appointed directors of BAIING INVESTMENT MANAGEMENT.

David Holcroft has been appointed md of Woolwich Unit Trust Managers, a subsidiary of the WOOLWICH BUILDING SOCIETY.

## Taverne for Indy finance

As part of a reshuffle designed to broaden top management at NEWSPAPER PUBLISHING, owners of The Independent and The Independent on Sunday, Suzanne Taverne, who joined 18 months ago as a strategic planning executive, becomes the new finance director.

A 32-year-old Oxford history graduate, she came to the Independent from S.G. Warburg's corporate finance department, where she had been part of a team advising the publishers. While a stock market flotation had earlier been on the cards, by the time she arrived

in August 1990 the effects of the advertising recession, on top of strains imposed by the launch of the Sunday newspaper, ensured that she was occupied instead with two rounds of refinancing, helping bring in El Pais and La Republica which now hold 18 per cent each.

Taverne, the daughter of former Labour MP and early SDP promoter Dick Taverne, takes over from Graham Luff, who became managing director in November, shortly after the most recent refinancing. Luff's promotion was seen as a step towards spreading the load of founder and editor Andreas Whitlam Smith, who however still retains the title of chief executive as well as editor.

## Strains of the Classics

Professor David Spearman, mathematician and vice provost of Trinity College Dublin, is anxious of his brother John's new assignment - getting paid to listen to classical music all day.

In fact, the new chief executive of Classic FM, Britain's first classical music radio station that is both commercial and national, is unlikely to have much time to wallow in Tchaikovsky and Rachmaninov during office hours.

Starting up "sometime in the second half of this year" in a highly inclement advertising environment, Classic FM starts off paying the government £1m a year plus a per cent of qualifying advertising revenue, the privilege of its franchise. Despite the muscle of its backers which include Time Warner and Associated Newspapers, the going could be hard.

But 50-year-old John Spearman, former chief executive and chairman of advertising agency Collett Dickinson Pearce (CDP), who was approached by Time Warner, relies the chance of running a new national medium.

With the increased popularity of the classics in Britain in recent years, Spearman, who has no intention of trying to emulate Radio 3, believes the time is right.

"Central Television these days has to brief its telephone operators before each episode of Inspector Morse" as to what pieces the musical inspector is tuning in to, because of the flood of weekly enquiries.

"We will offer advertisers and agencies a valuable audience of ABCD listeners - at substantially lower rates than a page in the FT."

Spearman left CDP at the beginning of 1990 after nine years as chief executive because of a disagreement concerning diversification strategy, notably Playback, the management training company he started with Mel Smith and Griff Rhys-Jones, and in which CDP had a 51 per cent stake.

He bought out that stake when he left and has subsequently been chairman of Playback.

"I thought I would enjoy doing things in a less intense, more eighteenth century way, but I was wrong," he says, relishing the return to "constructing and developing companies".



## Manchester Festival of Expressionism

## Man's intuitions and urges laid bare

As part of Manchester's recent Festival of Expressionism, a trio of exhibitions explores the classic period of Expressionism, starting in 1905. In that year, four young Dresden artists formed Die Brücke, "the bridge". The name came from Nietzsche's rhapsodic preface to *Thus Spoke Zarathustra*: "Man is a rope, tied between beast and Higher Man - a rope over an abyss... What is great in man is that he is a bridge and not an end."

Life would be perilous for these rebels whose naked swimming-parkies and "fifteen-minute nudes" jettisoned both bourgeois morality and artistic convention. Indeed, only Ernst Ludwig Kirchner had any formal art training. Yet why did that matter? In order to regenerate Germany's decadent culture, art needed to be the pure expression of man's intuitions and physical urges.

At the City Art Gallery, *The Expressionist Face: 1905-25* is sponsored by Luthansa (until 4 May: 061-236-5244). It focuses attention on two key aspects of Expressionism: print-making and figuration.

Displeased bourgeois society thought they did, the avant-garde artists needed to eat. Portraiture found them enlightened patrons, especially among a wealthy Jewish intelligentsia.

It has been said that whereas the Romantic artist wore his heart on

his sleeve, the Expressionist wore it painted on his chest. Dramatic distortion of the human face, as in Kirchner's *Portrait of Otto Mueller*, drew the viewer immediately into the psyche of the sitter/artist. The shattered visage of *The Wife of Professor Goldstein* - married to Kirchner's psychiatrist - was a map of the soul and also an image of the external world.

Both the Brücke and the Blaue Reiter in Munich - the circle formed by Kandinsky and Franz Marc in 1911 - considered print-making to be as important as painting. Käthe Kollwitz did not paint at all. Her 1908 etching, *Battlefield*, is an image of human tenderness in the face of objective tragedy. The print's technical skill (the mother's hand lit up by the quivering beams of the lamp) and its pathos come as a relief among a surfeit of images of generalised angst.

The Expressionists saw print-making as harking back to the late Gothic period, a time of Germany's unsurpassed artistic vitality. The crudely gouged woodcuts of Schmidt-Rottluff, Pechstein and Heckel also evoked the much-admired primitivism of African and Pacific carving.

At a deeper level, print-making's Manichean nature was the visual correlative of the Nietzschean antitheses which marked the Expressionist outlook. It was a

movement characterised by despair and exuberant hope, by a desire to destroy and to create.

Like it or not, Expressionist prints speak out with a forcefulness that needs no commentary. How mistaken, therefore, to give each print a banal commentary. Of a Kollwitz print, for example, we told that it is "one of the artist's finest late self-portraits" and, in case we cannot see it, "eyes and mouth [are] communicating sadness, but also strength."

A Schmidt-Rottluff lithograph "relies for its dramatic strength on the stark contrast of black and white." How patronising to think the public need these crutches. Even more objectionably, the one-room exhibition space responds to an hour-long television documentary. Rather than overheard clichés about Auschwitz, give me piped music any day.

Thank goodness there is no such lunacy at the Whitworth Art Gallery. The scene switches to Vienna and a perfect match between Arnold Schoenberg: *Paintings and Drawings* (until 9 May: 061-273-4855) and, in the adjoining room, *Expressionist Prints by Kokoschka* (until 25 April). Kokoschka's print-making takes us from his delightful coloured images of children's fairy-stories through the horror of his affair with Alma Mahler, his war-time sufferings and, finally, to a sense of redemption



Arnold Schoenberg self-portrait, at the Whitworth Gallery

achieved in his family portraits. The Whitworth is the only venue for the international touring exhibition of Schoenberg. From about 1910-1912 Schoenberg was an amateur but obsessive painter. Famously, Kandinsky admired Schoenberg's art and music hugely. His *Self Portrait from the Back* was shown in the first Blaue Reiter show in 1912. It hangs in the exhibition, together with the long series of self-portraits, portraits, landscapes, stage-settings, caricatures, and the visionary series, the *Hands and Gazes*. The exhibition documents Schoenberg's suffering with

Alma Mahler, his friendships, and his second marriage. More than this, however, as a group, these paintings possess genuine power. Few will miss the similarity between Munch's *The Scream* and *Red Gaze*, the best-known of Schoenberg's paintings. However one responds to the message of an artistic creed which cavalierly dismissed knowledge and skill as mere "acquired characteristics", Schoenberg's pursuit of an art of the unconscious achieved something unique and memorable.

Patricia Morison

## Theatre/Andrew St George

## The Dark River/The Dance and the Railroad

Rodney Ackland (1906-1981) is one of England's forgotten playwrights. He wrote *The Dark River* under the shadow of war; it was first performed in 1943 with Peggy Ashcroft in the lead. This production is the play's second revival at the Orange Tree, Richmond: fine, acute and absorbing theatre, wonderfully acted and intimately directed.

Ackland set the play in 1837. It tells the complicated story of Catherine, a former dancer torn between a comfortable past peopled with familiarities and an edgy new future. She is estranged from her husband, Christopher, and summers at the Thameside house of her former teacher, Ella; she takes with her a blousy friend, Gwen, and is followed there by her new lover, Alan, the official representative of the new future who brings news of Nazism and Guernica. Throughout the course of the summer, the relationships unfold as the war looms.

The play stacks the past into unwieldy heaps of baggage that each character carries around: Ella's son had died at Ypres, and when an itinerant stocking salesman calls and turns out to be from the same regiment, she takes him into service; Ella's father, frail and hallucinating, looks back to another past. The river itself, under suburban pressure from bungalows and road houses, flows back to an idyllic bygone age; Ella plays Chamade, swamped by the noise of overhead planes from a nearby squadron.

Ackland's techniques, finely balanced between farce and tragedy, deliver a straight play with a sense of humour. The play's greatest strength is its emotional knowledge; Ackland made each part substantial by intertwining its concerns with the others, but the plot turns on improbable encounters, telling rather than showing. The dialogue has more "darlings" and "absolutelys" than a Channel 4



Liz Crowther and Belinda Lang in 'The Dark River' at Richmond

Board meeting, and so the feeling can seem stifled: "I think it's absolutely divine, but suppose we want somewhere gay?"

The play's central scene, where Catherine, a model of vacillation, tries to break first with Alan and then Christopher, is a thoughtful metaphor for an England quivering on the brink of a future but always ready to relax into the past. Catherine yearns backwards: "How disappointing summer is... I suppose one is really longing for summers in the past." Ackland has little time for this indulgent nostalgia, while recognising the need in others. Finally, a clock which was stopped at the start of the action is rewound: time moves on. Alan says:

"Once you've stopped going forward, it becomes a sort of death."

Sam Walters' direction is marred by sloppy lighting; the play should be moodier. The acting everywhere has subtlety and tact. With Stephanie Cole, mistress of the dowdier eye as Ella, Belinda Lang as the febrile Catherine and Malcolm Sinclair as Alan, the issues of Ackland's sombre text emerge clearly.

*The Dark River* reminds one uncannily of Fitzgerald's coda to *Gatsby*: "and so we beat on, boats against the current, ceaselessly born back into the past." But this remains a play about Englishness, the old world and, not the new.

On May 10 1989, the tracks of the

Central Pacific railroad east from Sacramento connected with the Union Pacific railroad at Promontory Point, Utah, to form the Transcontinental. It was six years in the making, built by immigrant labour, first Irish, and then overwhelmingly Chinese recruited from goldrush California and China. The extraordinary play *The Dance and the Railroad* tells the story of two Chinese railroad workers in 1867; it puts spoken dialogue alongside Beijing Opera in a compelling juxtaposition.

*The Dance* comes to The Contact Theatre from Glasgow and Cardiff; it is written by David Hwang (*M. Butterfly*) and performed by Singapore's Liling Beijing Opera Troupe

and the Glasgow based TAG Theatre Company. Alan Lyddiard directs. The result is a strange and beguiling evening's theatre which informs both the intellect and the senses.

Behind the two principal actors (Tom Yang and Unku), a drama of dance, mime and colour plays itself out. The stage, divided by black gauzes, opens into a space in which the 10 Beijing Opera players perform in sumptuous costumes. The dialogue, not unlike some of Tom Stoppard's scripted exchanges, is interspersed with interludes of Opera.

Beijing Opera itself is a theatre of simplicity governed by complex rules of gesture and voice. These remarkable dancers evoke one's attention for detail: the stage is filled and yet one searches for the smallest gesture.

The action runs tangential to the railroad narrative, yet enacts parts of it: the struggle between man and the unyielding environment, the need for one's own cultural roots in a foreign land, or the value of stamina, application and discipline in the face of an overwhelming task.

The Opera interludes include several stock figures of the genre: Guan Gong the civilian who excels in the martial arts, Madame White Snake, a Goddess made mortal who falls in love with a human.

These characters appear while one of the railroad workers reveals the mysteries of the Opera training; the novice asks "How long before I can play Guan Gong?" his teacher replies "How long before a dog can play the violin?"

Orange Tree, Richmond  
Ends April 25.  
(061-940-5833)  
Contact Theatre, Manchester  
Box office 061-274-4400  
Ends Saturday

## Pop Concerts/Andrew Clements

## Lou Reed and Tom Petty

Giving concerts is a serious business for Lou Reed nowadays. Notices in the foyer on Sunday gave warning that latecomers would only be allowed to their seats between numbers and that Reed would be singing material from just his last three albums. Any unseemly requests for old favourites, it was suggested, would not be viewed at all favourably.

From such unpropitious beginnings, however, the evening could only get better, and Reed came on to give one of the most absorbing and finely judged of performances.

Since he re-established himself with the abrasive *New York* in 1989, Reed's music has gone ever more inward and restrained.

Perhaps the unbuttoned rocker will emerge again one day, but in the meantime the spare, ironic beauty of the Warhol tribute *Songs for Drella*, which he made with John Cale in 1990, has been enhanced in the elegiac tone of his latest album *Magic and Loss*, written in the wake of the deaths of two close friends.

The first half was given over to the *Magic and Loss* songs. They are shaped very consciously into a cycle, complete with instrumental prelude and a reprise before the final number, titles hedged around with subtexts and lyrics, which for all their moments of black humour portray a struggle to come to terms with bereavement.

Set against the very best of his recent work - the most self-lacerating of the *Drella* songs, the hard-driving "Dirty Blvd" and "Strawman" from *New York* - *Magic and Loss* can seem single-paced and musically underpowered.

Certainly Reed moved up a gear musically in the second half, pulling four numbers out of *Drella*, including a spell-binding delivery of "A Dream" the deadly accurate parody of Warhol's starchy style which turns suddenly from camp to horror.

In the end, the fans did get some-

thing old. Noticeably relaxing through the second half, Reed even ventured the occasional smile, and offered a set of encores that included "Sweet Jane", the mawkish *Satellite of Love* and "Walk on the Wild Side".

From any other rock star that would have been a predictable finale, but Reed has worked so hard at his new beginnings and at remaking his songs that reviving his best known number was really made to seem like a special blessing for his faithful and exemplary audience.

The pleasure in Tom Petty's concert with the ever faithful Heartbreakers on Monday was much more sporadic. Like Lou Reed, they too are over here on the back of an album, the pleasant, relaxed into *The Great Wide Open*, which appeared at the end of last year and shows Petty extending his concerns in social issues and the green movement.

The concert, though, revealed very little more, apart from a deeply embarrassing taste for whimsy, and a willingness to play up to the adoring fans in ways that a musician of Petty's honest excellence really does not need to contemplate.

The best of the new songs were liberally scattered through the running order, along with recyclings of a good deal of tried and tested old material.

The sound of the Heartbreakers grows ever more Byrd-like (Petty even included one of Roger McGuinn's own songs) and the vocal delivery shifts between the Dylan whine and a thin, effective lyricism. In the end it was all too protracted and indulgent, fatally sabotaged by the absurd play-acting in the middle.

Lou Reed: Hammersmith Odeon.

Last performance tonight. "Magic and Loss" on Sire Records. Tom Petty: Wembley Arena. "Into the Great Wide Open" is available on MCA Records

## City of Birmingham Symphony Orchestra

1913 was not only the year of the premieres in Paris of Debussy's *Jeux* and Stravinsky's *Rite of Spring* - the orchestral twin peaks of modernism - but also saw the first performance of Elgar's *Faust*, at the Leeds Festival.

Such a conjunction was too good for "Towards the Millennium" to pass over, and so on Tuesday, in the latest instalment of the celebration, Simon Rattle and the City of Birmingham Symphony sandwiched Elgar's symphonic study between the two masterpieces.

Both *Jeux* and *The Rite* are very much Rattle party pieces. He conducts the Debussy in particular with astonishing and ever growing fluency, weaving its strands together into a web of fluctuating tempos and changing textures with a naturalness and sense of shape that made light of the work's difficulties.

By most standards too the Stravinsky was exemplary, vivid and immaculate, without a moment of slackness, and with every detail etched into place. Yet in the first part especially, it seemed curiously lightweight, fast and slick rather than darkly menacing. Part 2 moved on a much more certain trajectory; a single startling acceleration in the final *Danse sacrée* aside, it had a relentless momentum and machine-like accuracy.

Alongside those two supreme pieces *Faust* necessarily seemed

high on rhetoric and thin on invention. Rattle's view of Elgar is in any case not unduly sympathetic, tending to push forward when a little more indulgent nobility would be appropriate, and making textures almost spikily expressionist when a Brahmsian blend seems to be called for.

Yet the forwardness and vigour of the playing sometimes compensated for the lack of real warmth. Played for all their expressive worth, the closing pages in particular can be as moving as anything in English music; here, though, they just an elegant, dry-eyed pastiche.

With this *Faust* too, it must be reported that surtitles have arrived in the concert hall. In what the CBSO described as an "experiment", captions outlining the narrative of Elgar's scheme were projected onto a screen erected in front of the Symphony Hall organ. If it catches on, the possibilities are endless. Strauss's symphonic poems would be ripe for such treatment; those for the Sinfonia domestica, unexpurgated of course, will be awaited with lubricious interest.

Andrew Clements

Symphony Hall, Birmingham. Sponsored by Bull HN Information Systems Ltd

## INTERNATIONAL ARTS PREVIEW &amp; EXHIBITIONS

Washington's Kennedy Center offers a Tribute to Germany over the next few weeks. The highlight is a visit by the Stuttgart Ballet with three programmes (April 28 to May 9), including John Cranko's *Eugeny Onegin* and choreographies by William Forsythe and Jiri Kylian. The other major visitor is the Theater des Westens from Berlin (April 29 to May 9), with a revue based on the cabaret nightclub style that flourished in the 1930s.

The concert programme features the Dresden Staatskapelle, who will be conducted by André Previn in symphonies by Mozart and Brahms on May 4, and the tenor Hans-Peter Blochwitz, who will give a Lied recital the previous evening. Washington's own input will include performances by local choral societies of Bach's St Matthew and St John Passions and the B minor Mass

on successive Sundays (April 5, 12, 19), and four National Symphony Orchestra concerts with music by Wagner and Richard Strauss (April 16, 17, 18, 21). There will also be a programme of German films from the 1920s and 1930s at the American Film Institute Theatre, organised with the help of the Goethe Institute (information and tickets for all events: tel 202-467 4600).

A different kind of American link with Germany will be made next month by the Chicago Symphony Orchestra, whose whistle-stop European tour culminates with two concerts on April 15 and 16 at the Cologne Philharmonie. It will be the orchestra's first visit to Europe with Daniel Barenboim as chief conductor. The tour programmes include John Corigliano's First Symphony, Richard Strauss's *Ein Heldenleben* and a selection of Wagner orchestral extracts.

The other main stops on the tour are Madrid (April 7 and 8), London (April 10 and 11) and Paris (April 13 and 14). Before leaving for Europe, the orchestra will give concerts in Washington (next Wed) and New York's Carnegie Hall (next Thurs, Fri).

## EXHIBITIONS GUIDE

BERLIN  
Altes Museum Degenerate Art: avant-garde German art which fell foul of the Nazis. Ends May 31. Also German Expressionists: 120 watercolours and drawings

by members of the Brücke, the Blaue Reiter, Kokoschka and others. Ends May 3. Closed Mon (Bodestrasse 1-3).  
Brücke Museum The Brücke: 370 drawings and watercolours by members of the

Dresden-based group of early 20th century German Expressionists. Ends May 7. Closed Tues (Bussardsteig 9).  
Martin-Gropius-Bau The Jewish World. Ends April 26. Daily (Stresemannstrasse 110).  
Schloss Charlottenburg Palace of the Gods: 1500 years of Indian art, including sculptures, reliefs and architectural fragments. Ends June 28. Closed Mon (Grosse Orangerie).

BUDAPEST  
National Gallery Italian avant-garde art. Also the Hungarian Academy of Arts and Sciences in the 19th century. Open daily except Mon from 10.00 to 16.00, with choral music every Sun at 11.00 (Buda Castle Palace).  
Kisvassall Museum Budapest at the turn of the century, plus 20th century art collection of the Municipal Gallery. Closed Mon (Kisvassall ut 108).  
Kassak Museum Commemorative exhibition on Lajos Kassak, writer and painter. Also Photographs by Sandor Gonczi (1930-90). Closed Mon (Fot ter 1).

DRESDEN  
Albertinum Johann Georg von Dillig: 180 works by the early 19th century Bavarian portrait and landscape painter. Ends May 3. Closed Mon

FERRARA  
Palazzo dei Diamanti Claude Monet: 30 paintings from Monet's house at Giverny, including works given to Monet by Delacroix, Manet and others. Ends May 15.

LONDON  
National Gallery Rembrandt: major international collection of paintings by Rembrandt and his pupils, alongside a selection of his finest etchings on loan from the British Museum. Tickets can be booked in advance through First Call (071-240 7200, 24-hour service). Ends May 24. Daily.  
Tate Gallery Otto Dix: centenary exhibition. Ends May 17. Also David Hockney: seven paintings. Ends July 26. Also Brice Marden (b New York 1938): leading contemporary painter-engraver. Ends June 21. Also Turner: watercolours and drawings 1830-1840. Ends May 10. Daily.

Royal Academy of Arts Alexander Calder (1898-1978): popular and witty US motion sculptor. Ends June 7. Also Andrea Mantegna. Ends April 5. Daily (Tickets can be booked in advance on 071-287 9579).  
Barbican Van Gogh in England. Ends May 4. Daily.

MADRID  
Fundacion Juan March Alexej Jawlensky (1884-1941): retrospective of the Russian painter who was influenced by Matisse, settled in Germany and became friends with Klee and Kandinsky. The exhibition includes paintings from the Jawlensky archive in

Switzerland, and from museums elsewhere in Europe and the United States. Ends June 14. Daily (Castello 77).  
Biblioteca Nacional Ignacio Zuloaga (1870-1945): major international retrospective of one of Spain's greatest modern painters. Ends April 10 (Paseo de Recoletos 20-22).

Centro de Arte Reina Sofia Clyfford Still (1904-80): retrospective of the American abstract expressionist. Ends May 17. Also Visionary Switzerland: an expression of the Swiss identity in art. Ends May 10. Closed Tues.  
Museo Sorolla Zorn and Sorolla: the Swedish painter, Anders Zorn (1860-1920), and his friend, the Spanish painter Joaquín Sorolla y Bastida. Ends May 3 (Paseo del General Martínez Campos).

MUNICH  
Villa Stuck Gianni Versace: fashion and stage designs. Ends May 10. Closed Mon.  
Kunsthalle der Hypo-Kulturstiftung Georg Baselitz: retrospective of the German artist, who ranks as one of the great painter-engravers of the 20th century. Ends May 17. Daily.

NEW YORK  
Brooklyn Museum Arman (b1928): 70 works by the French-American avant-garde artist. Ends April 26. Closed Mon and Tues.  
Metropolitan Museum of Art William Harnett: 50 works by a late 19th century American master of still-life painting. Ends

June 14. Also Barbizon: six masters of the French 19th century school of naturalist landscape. Ends May 3. Closed Mon.

Museum of Modern Art Contemporary American and European drawings. Ends May 5. Also the William S Paley Collection: works by Cézanne, Degas, Picasso and others. Ends April 7. Closed Wed.

Whitney Museum of American Art Paul Strand: retrospective of the outstanding American photographer who died in 1976. Ends May 17. Also Terry Winters: mid-career survey of the abstract painter. Ends May 10. Closed Mon.

PARIS  
Centre Pompidou Czech Cubism 1910-25: architecture, design, visual arts. The many-disciplined approach of the exhibition brings out the specific character of the Czech movement which was influenced both by French Cubism and by Norwegian and German Expressionism. Ends May 17 (Galerie du CCI). Also Georges Rouault (1871-1958): the first little-known period of the artist's work is burdened by a religious sense of guilt, expressed in ferocious portrayals of prostitutes, judges and clowns. Ends May 4 (Grande Galerie). Closed Tues, late opening Wed. Tickets can be booked by phone on 4804 3886 and by fax on 4274 3069 (ave du Général Eisenhower, metro Champs-Élysées, Clemenceau).

Also Les Lautrec de Lautrec at the Bibliothèque Nationale (1 rue Vivienne, 2e) and other exhibits echoing Lautrec's world at the Musée d'Orsay. Ends May 31. Closed Mon.

Louvre Clodion (1738-1814): largest exhibition ever devoted to the French sculptor, who specialised in small figures of nymphs and similar subjects treated in a frankly sensual way. Ends June 29. Closed Tues (Hall Napoleon).

Musée des Antiquités nationales The Stuart Court at Saint Germain en Laye at the time of Louis XIV. Ends April 27. Closed Tues (more information on 3451 5365).  
Galerie Odeum-Cazeau Germaine Richier (1902-1959). French sculptress. Ends April 25. Closed Sun (85 bis, rue Faubourg St Honoré).

WASHINGTON  
National Gallery of Art Guercino: an exhibition marking the 400th anniversary of the birth of the great Italian baroque painter. Ends May 17. Also John Singer Sargent's *El Jaleo*, alongside related paintings and drawings. Ends July 5. Also Gerard David's *St Anne Altarpiece*. Ends May 10. Also Jacques Callot: etchings and engravings by the early 17th century French printmaker. Ends Sep 7. Daily.  
Hirshhorn Museum Martin Puryear: 35 grand wooden sculptures by the American artist who restores an unfamiliar warmth and gentle beauty to the look of contemporary art. Ends May 10. Daily.



## FINANCIAL TIMES

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Friday March 27 1992

## Trouble in Docklands

OLYMPIA & YORK, the Canadian property developer, made a fortune in the 1970s by turning a derelict area at the base of Manhattan into the hugely successful World Financial Centre. In trying to repeat the trick in London's Docklands O & Y has hit trouble. Much of O & Y's colossal office development at Canary Wharf is belatedly being sold at a loss. The company is now under threat as other European countries deregulate their financial services sector. London's financial services sector may continue to grow through the 1990s, but its share of international finance will probably decline.

stability of the British banking system. Lower office rents are also a good thing, from the point of view of London's competitiveness as a financial centre.

That would have been no more than a marginal consideration in the 1980s. But the City's competitive edge, which used to rest substantially on a light regulatory touch in wholesale markets, is now under threat as other European countries deregulate their financial services sector. London's financial services sector may continue to grow through the 1990s, but its share of international finance will probably decline.

### Narrow view

The government, however, cannot afford a narrow view. Docklands, for all its faults, is crucial to the task of rebuilding east London's economy. This is desirable in its own right and essential if planning pressures are to be tolerable in the next economic upswing. Also, if Docklands cannot be made to work, there is no hope at all for the more ambitious east London corridor project. That project is in turn the key to connecting London efficiently to the Channel Tunnel, a task which the government has thus far addressed with dismal lethargy.

Whoever wins the general election will therefore look east from Westminster and see towering problems. The parties have proposed radically different blueprints for overhauling London's government: direct rule from Whitehall by the Conservatives and a new Greater London Authority from Labour. Neither has clear views on what should happen to the Docklands Development Corporation when its remit expires in the course of the 1990s.

London desperately needs clear thinking and resolute action on these complex strategic questions. Meanwhile, the government must ensure that the Jubilee Line project is safeguarded. The banks will argue that it is not for them to stump up the cash promised by O & Y. Yet their overriding interest lies in ensuring that the building finds tenants to fill the 40 per cent of space that remains unlet. Without that, loans will not be serviced and repaid. On this, at least, the government can afford to take a hard-nosed line.

### Relaxed rules

Canary Wharf's prospects were also hurt by the City's relaxation of its planning rules to allow a further 20m square feet of offices in the Square Mile. As a result the City has an unprecedented office vacancy rate of 20 per cent and rents on empty office space have halved.

It is tempting to argue that O & Y and the banks should be left to extract themselves from the mess. Since much of the bank debt was advanced by Canadian and other foreign banks, O & Y's problems are unlikely to pose a threat to the

## Latin America, lost and found

CAPITAL IS once more flowing into Latin America. One estimate suggests more than \$40bn in private capital flooded into the region last year, three times the 1990 inflow. Although undoubtedly encouraged by low US interest rates, a main motivation for the returning funds is the transformation of economic and trade policies in the region.

Latin America now boasts some of the most open trade regimes in the world. Its governments are seeking, and often succeeding in, reductions in budget deficits and are shedding the millstone of state-owned industries through privatisation programmes.

Much of the inflow takes the form of returning flight capital, money sent abroad in the 1970s and 1980s to shield it from government irresponsibility, of which a country's own citizens are often the best judges. This pool of capital, according to the head of the Inter-American Development Bank, represents "the largest savings account in the developing world".

The region's potential has been enhanced by the Brady plan, the 1989 debt reduction initiative named after the US Treasury Secretary. The first and third most indebted nations in the region - Brazil and Argentina - should soon follow Mexico into a comprehensive Brady accord with commercial bank lenders. They may reach agreements in principle next month, although the deals probably will not be completed by the 10th anniversary of Mexico's announcement on August 12 1982, which marked the start of the region's debt crisis.

### Past crisis

Provided economic reform continues, the accords should allow Argentina and Brazil to put their debt problems behind them. This is not a foregone conclusion - and smaller countries are still labouring under excessive debt - yet the debt crisis, in the sense of a problem blighting the whole region, is past.

These improvements mean that the last decade has not been entirely "lost" as some have suggested. Gone are most of the morally and financially bankrupt military regimes that featured in the region a decade ago. The inad-

equacy of the old protectionist model of Latin American economic development has also been laid bare.

Although economic reform still has a long way to go, there is optimism that what has been done so far has established a basis for sustained gains in living standards in a good part of the region. But these improvements will not be sustained simply on the back of economic reform.

### Popular support

Indeed, this is the message of the abortive February coup attempt in Venezuela. President Carlos Andrés Pérez had moved ahead with certain aspects of economic reform but had failed in a crucial respect: to secure popular support for his programme.

Popular support has aided both the Mexican and the Argentine economic reform programmes. It was lacking in Venezuela partly because the provision of goods provided by the public sector - health care, education, public housing, clean water - was deteriorating. At the same time, while most sectors of the economy were being forced to forego traditional privileges, politicians were jealously preserving their own.

The Pérez government was unable to dispel the aura of corruption of Venezuelan politics. Since the coup, the president has announced initiatives to tackle corruption and alter the political and judicial system that foster it. This is belated but essential.

Mr Pérez will not solve his problems by rolling back his economic reform programme. But in Venezuela, and elsewhere, the programme will only succeed as part of a series of changes. These should seek to improve the effectiveness of a social safety net for the poor and increase the credibility of government institutions.

The aim should be to secure a proper role for government. Government should not be seen as the source of wealth; rather, it should be trusted as an arbiter, policeman and provider of public goods. Moving towards that ideal will not be easy. In some countries, there will be reversals such as that which almost overtook Venezuela. But rather like old age, difficult as that is, the alternative is a lot less attractive.

It is a wet morning in Merthyr Tydfil, South Wales. In most respects, the town is as quiet as one might expect: but the bus station is a scene of frenetic activity.

A few weeks ago National Welsh, the town's main bus operator, went into receivership. With the 1988 deregulation of Britain's bus industry leaving no barriers to entry, it was the signal for half a dozen other bus companies to speed into town and fight over the spoils.

The result is close to anarchy. In this town of just 39,500 inhabitants, buses enter or leave the bus station at the rate of one every 30 seconds. Double-deckers, single-deckers, coaches, minibuses: they come in a bizarre array of colours, parking two or three abreast and proclaiming their destinations, if at all, with hand-scratched notices stuck behind their windscreens.

One man is audibly cursing as he dodges his way between the vehicles. "It's chaos," he explodes. "We're wandering around like chickens with our heads cut off. Twenty years I've lived in this town, and I can't even find my own bus stop."

Merthyr's experiences of bus deregulation are not unique. Towns and cities throughout much of Britain have experienced bus competition and its consequences. London, with its special traffic problems, is alone in having been excluded from the experiment; but the Conservatives have promised to privatise and deregulate the capital's bus services, too, if they win the general election.

The aims of deregulation were praiseworthy enough. For years, Britain's bus system had been in decline. Part of the reason, the government argued in a 1984 white paper, was the highly restrictive licensing system which had operated for half a century. The 1985 Transport Act swept this system away, allowing anyone to run a bus service anywhere, except London, and paving the way for the privatisation of the state-owned and municipal bus operators.

In theory, greater competition should have led to improved efficiency, a proliferation of bus services, lower fares, and a rise in passenger numbers. And indeed, deregulation has scored successes.

Efficiency has increased. Department of Transport figures show that the average operating cost per vehicle mile has fallen by 36 per cent in real terms since deregulation (largely through reductions in wage costs). Local authority subsidies for bus services have more than halved from £465m a year to £215m at 1991 prices.

Innovation, too, has come to the

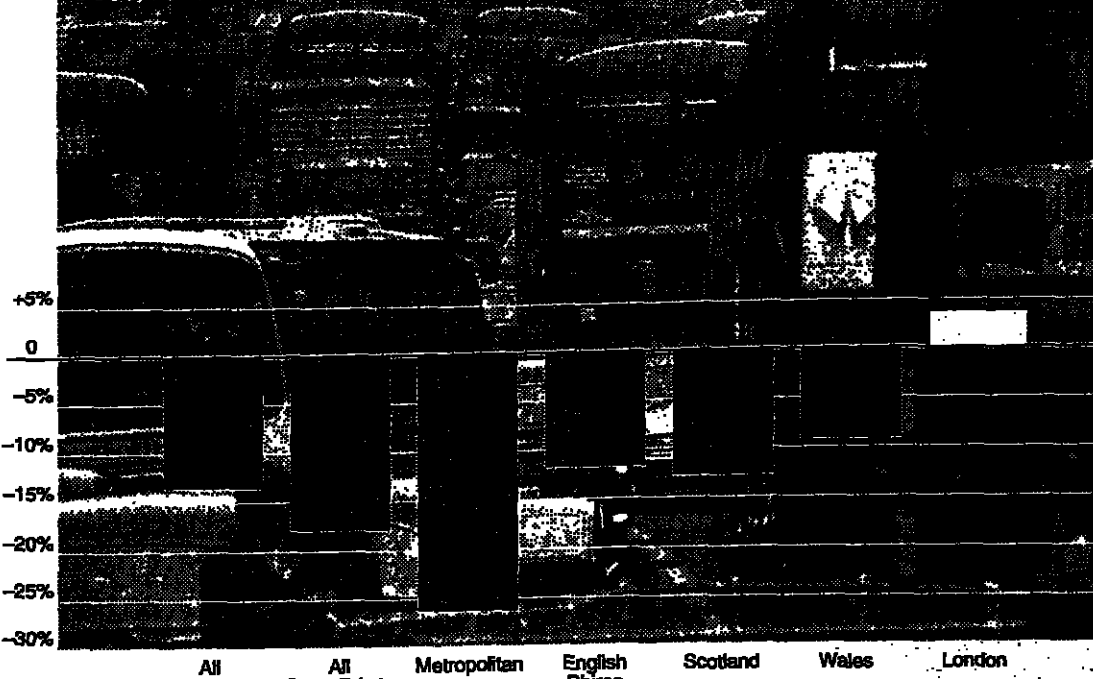
For the passenger, one of the most disturbing aspects of bus deregulation is the sense of disorder it brings to an industry which should have safety as its top priority, writes Richard Tomkins. Talk to anyone about buses and you will be followed by the words: "One day, somebody's going to get killed."

The large numbers of competing buses mix uncomfortably with pedestrians in the town centre bus station, and in the narrow streets outside it, stop wherever they see a would-be passenger. Many of the vehicles look decrepit; others are painted in the liveries of companies from which they have been borrowed or bought, so it is difficult to identify who is operating them. Smoking on the

# Bus competition fails the road test

Increased efficiency and innovation have come at a price, says Richard Tomkins

Deregulation: driving people off the buses  
Change in the number of journeys by bus passengers 1985/86-1990/91



Source: Polytechnic of Central London

industry - notably through the introduction of high-frequency minibus services in place of less frequent double-deckers. Total annual bus mileage has risen by 19 per cent since deregulation, reversing a long period of decline.

Arguably, however, these advances are far outweighed by the negative effects of deregulation: ● Fares have gone up, not down. Department of Transport figures show that fares outside London have risen by an average of 12 per cent in real terms since deregulation, largely because of the axing of subsidies.

● The pace of change in routes and services is such that many towns

and cities are no longer able to offer up-to-date information on bus times and routes.

● Passengers have deserted the buses. Outside London, the annual number of journeys has fallen by 19 per cent since deregulation. In the metropolitan areas, they have fallen by 26 per cent.

● Competition is limited mainly to the busiest routes in urban areas. The effect is to worsen traffic congestion by spreading a declining number of passengers among more buses. Less profitable off-peak services have been cut because operators no longer make enough money from their busier services to cross-subsidise them.

## Have fare, will travel

buses is notionally banned, but no one seems to take much notice.

On a positive note, competition has brought huge increases in bus frequency to some areas.

Trefechan, an outlying village of 400 homes, used to be served by two buses an hour: now, it has 20. But on some routes, operators simply duplicate each other's timings so overall frequency is the same. And in Merthyr and surrounding areas buses are a rare sight after 6.30pm on weekdays or any time on Sundays.

Some welcome the changes. For bus-spotters, Merthyr is paradise. "I've never taken so many pictures in half an hour," gasped one

camera-toting spotter between snaps.

The FT's correspondent, too, was a beneficiary of deregulation. With a little over an hour to go before his return train from Cardiff to London, he sought advice at the tourist office on which would be the next bus from Merthyr to Cardiff station. The hapless assistant pointed to a sea of timetables from half a dozen operators, shuffled half-heartedly through a few of them, and confessed she could not tell.

Help, however, was at hand in the bus station. An employee of one operator said his company's next bus would not get to Cardiff

until well after the train had gone. Then, leaning forward and jabbing a finger towards a single-decker a few paces away, he murmured: "I shouldn't be telling you this, but that's a Cardiff bus."

The aged vehicle bore no visible clues as to its ownership or destination. The only occupant was the driver, slumped disconsolately over the steering wheel. He sat up, opened the doors and asked: "Cardiff?"

"Yes. But I've got to be there for the 3.25pm train to London. What time are you going?"

Peering out at the empty bus shelter and gazing back round the empty bus, he shrugged his

The argument underlying both positions is that some of the best bus services outside London today are to be found in the small number of towns and cities where companies enjoy near-monopolies. Bus services in Bristol and Birmingham, for example, are comprehensive and orderly, timetable information is readily available, fares are reasonable, and the lack of cut-throat competition has allowed operators to invest in modern vehicles.

The bus companies argue that regional monopolies are fine as long as the threat of competition exists, because if an operator gets lazy or exploitative, rival operators will quickly emerge. But the Department of Trade and Industry has consistently intervened to obstruct merger activity in an attempt to preserve head-on competition.

Whatever the outcome of the election, that could change. The department is currently fighting a High Court ruling, upheld by the Appeal Court, that local bus monopolies affect too small an area to warrant intervention. If the House of Lords rejects the DTI's appeal case, the door will be opened to a wave of consolidation.

Such an outcome, however, is unlikely to deter the Conservatives from seeking to deregulate London's bus industry - an idea to which local authorities, consumer groups, the London Tourist Board and others are opposed. These organisations have pointed out that efficiency has already been brought to London, where routes are still regulated but London Buses has to compete with the private sector for the exclusive right to operate them. Meanwhile, in spite of severe traffic congestion, London is one part of the country where bus use has actually risen since 1986.

The government argues that bus deregulation and the privatisation of London Buses would benefit the capital by encouraging innovation. Opponents, though, query whether this potential gain would outweigh the risks. Confusion over fast-changing routes and services could lead to mass desertion of the buses in favour of cars or the hard-pressed Underground; preserving the Travelcard system, which allows transfers between different transport operators, would become much more complicated; withdrawal of subsidies would push fares up; and, worst of all, traffic chaos could result from hundreds of one-person-operated minibuses on the capital's busiest routes.

It does not look like a vote-grabber. Far better, critics say, to keep the routes regulated and speed up buses with lanes and other priority measures. That, however, would mean clobbering car drivers.

shoulders and replied: "Now?" The suggestion eagerly greeted, he exchanged £2 for a ticket, started the engine, rammed the bus into gear, and roared off down the Taft Vale to the accompaniment of a thousand rattles.

One tear-splitting, bone-shaking hour later, the bus groaned into the terminal outside Cardiff station with minutes to spare before the train's departure. The driver looked pleased with himself. "I didn't think we'd make it, to be honest," he said. "This thing's not supposed to do more than 45mph."

During the whole of the 24-mile journey, the 52-seat bus had only picked up one other fare-paying passenger - a woman with two infants. The fares paid would not even have covered the cost of the fuel consumed. There was nobody waiting for the journey back.

Joe Rogaly

## Shrink-wrapped words



Slowly, day by day, the Conservatives' confidence is slipping away. They still speak of victory, but with faltering voice.

The second week of the election campaign has been no kinder to them than the first. The reckoning is the same. The contest was timed to coincide with the depths of a prolonged recession. The Budget misfired. The manifesto made little impact. The prime minister's quiet charm is an asset, but his apparent lack of forcefulness as a public speaker is not. Thus for the Tories the balance sheet of the first fortnight makes grim reading. Their strategy is flawed: their tactics inept; their leader disappointing.

What they need to lift their spirits is a convincing turnaround in this weekend's crop of opinion polls.

It is a slim chance, but it could happen. That is why the Conservatives have not yet cracked. They do not feel that they are certain to lose. The scores registered in the polling that took place yesterday and continues today and perhaps tomorrow will be important. The results, when we see them, just might indicate that Tuesday night's celebrated Labour political broadcast on the National Health Service, featuring a little girl in pain, has done the opposition more harm than good.

Then, at any rate, is the Tories' hope. On Wednesday, the row about the degree to which the film accurately represented the true facts of an individual case was belatedly recognised by Conservative central office as an opportunity. Led by Mr John Major, the senior figures in the administration drew adjectives out of a hat and pelted them across the airwaves at Mr Neil Kinnock. The hunt was on.

The expectation was that the Con-

servative tabloids would come to the aid of the party. They did. Their hounds were set the task of catching Mr Kinnock and tearing him to pieces. Until this week Labour's rose pimpernel had led them a merry dance. Now the Tories dreamed, he would be caught, exposed as unfit to govern. Their initial strategy was based on the anticipation of a big event, a grievous error by their opponents, an electrifying issue - something that could enable them to impugn the character and judgment of Mr Kinnock. Perhaps this was it.

Perhaps it was. Nobody can yet tell for sure. We are all slaves to Mori, Gallup, NOP, ICM and the other witchdoctors of the modern electoral process. This weekend they will test the conventional wis-

The real questions facing the electorate are not being debated with any rationality

dom, which is that bickering over details of who said what merely bemuses the average voter. What is more to the point is that when prominence is given to allegations that the health service is "underfunded", or "two-tier" or otherwise imperfect, Labour benefits. It always has. I expect the same to happen this time.

Meanwhile, I see no reason to anticipate any significant change of voting intention in either direction. For most of this year, the two larger parties have been running neck-and-neck. That suggests a hung parliament. During the past fortnight, Labour has edged ahead by one or two percentage points. That suggests that it might be the largest party in such a parliament. There are other possibilities. Individual polls stimulate widely different con-

clusions. Some award an overall majority to the Conservatives one day and, on the following day, a result near to that for Labour. But the moving averages tell a duller, more credible tale. In sum, it is: Tories 39 per cent, Labour 40-41 per cent: both holding.

If that pattern sticks for the next fortnight it should put Mr Kinnock into Number 10 Downing Street. I say "should" rather than "will" because this is a funny old election. A movement of a fraction of a percentage point in the overall share of votes cast could result in the Conservatives being the largest party. A differential swing in the regions, or the key marginals, could achieve the same result.

The Tories, who only a couple of years ago were serenely confident of their inevitability, are thus reduced to clawing for fractions, fighting for a draw. They have to move fast to erode Labour's distinct lead, and a whole lot further to recapture the extra three or four percentage points that would give them an overall majority. They have been expecting signs that some of the necessary succour will come from Liberal Democrats who would rather vote Tory than endure a Labour government. Even that hope begins to fade.

Meanwhile, there are plenty of real questions facing the electorate. Just how is growth to be resumed? What chance is there for either public spending or tax cuts while the public sector borrowing requirement heads for the stratosphere? These are not being debated with any sense of rationality. Britain's membership of the exchange rate mechanism is not an election issue. The environment has been side-tracked.

Our politicians are offering us nothing but shrink-wrapped words. On today's figures, no party is set for an overall majority. They all deserve to lose.

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CONSERVATIVE	Overall Majority in seats	LABOUR
12/1	1-6	12/1
12/1	7-12	12/1
12/1	13-18	14/1
12/1	19-24	16/1
12/1	25-30	20/1
16/1	31-36	25/1
33/1	37-42	40/1
40/1	43-48	66/1
50/1	49-54	100/1
200/1	55-60	250/1
NO OVERALL MAJORITY - 4/6		

To win most seats  
11/10 CONSERVATIVE 4/6 LABOUR  
400/1 LIBERAL DEMOCRATS

No. of Liberal Democrats Seats		
0 500/1	16-20 3/1	36-40 14/1
1-5 50/1	21-25 9/4	41-45 25/1
6-10 10/1	26-30 5/2	46-50 40/1
11-15 6/1	31-35 6/1	51-55 100/1

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Fears of environmental liability are making banks hesitate before lending to some businesses. David Lascelles explains

## Only clean and green borrowers need apply

**M**rs Anne Evans knows about dirty industries. The US businesswoman and her company, Kim Energy, are about to build a \$50m electricity generating plant in the British Midlands to burn used rubber tyres – the first of its kind in Europe.

Not that the plant will besmirch the Midlands environment: it uses the latest clean technology, and has the blessing of Her Majesty's Inspectorate of Pollution. The UK government also gave it enthusiastic support because of its pioneering nature.

Mrs Evans's problem was with the banks, from which she was trying to raise \$35m in loans. Although they were satisfied about the quality of the technology, they were anxious about the green aspects of the plant. Did Mrs Evans have all the right permits, would she be able to dispose of the waste products, and – their greatest worry – was there any danger of land contamination?

After more than a year of negotiation, Mrs Evans finally secured the money she needed, but she reckons that environmental issues added greatly to her upfront costs. In lawyers' fees alone, "if banks are worried about contaminated land, they should not be lending in the Midlands," she says. "They should be lending in the middle of the desert."

Harrisons & Crossfield, the UK chemicals and feedstock company, also knows about financiers' worries. Since last August, it has been negotiating a \$120m private placement with a group of US institutions. But Harrisons owns 110 chemical sites in the US and the institutions insisted on inspecting each one before they would commit themselves. Eventually, Harrisons persuaded them that they need only visit a fraction of that number, and gave them documentation for the rest. But the delays and lawyers' fees have added noticeably to the cost.

"This is clearly indicative of a trend," says Mr Bill Turcan, Harrisons' finance director. "The lenders' fears are two-fold. One is that a customer could be caught up in an expensive environmental lawsuit which might impair its ability to repay its loan. The other is the extent of a bank's own liability for the environmental damage caused by a borrower – a legal grey area which bankers see lawyers longing to fill to their cost."

"We are worried about the uncertainty and the legislation that could come out of the UK and Brussels," says Mr Humphrey Norrington, deputy chairman of Barclays Bank.



one of the two banks involved in the Kim project, the other being Fuji Bank of Japan.

There has always been a danger that banks will find themselves liable for penalties incurred by a company when they foreclose on it because it cannot pay its debts. The act of foreclosure makes them owners of the company's property, and responsible for any pollution it has caused. More recently, though, there have been suggestions that banks might also be made liable simply by virtue of their lending relationship, regardless of whether or not they foreclose.

The fear was triggered by a notorious court case two years ago in the US involving a company called Fleet Factors, which set a broad precedent for bank liability for clean-up costs. The court ruled that banks must pay if they participate "in the financial management of a facility to a degree indicating a capacity to influence the corporation's treatment of hazardous wastes." A bank did not have to exercise that capacity to be liable.

The case sent shock waves through the financial community and provoked several attempts – so far unsuccessful – to introduce new legislation into Congress which would define liability much more tightly, or specifically exempt secured lenders.

The position in the EC is less clear. Although several member states have laws defining liability for environmental damage, none has so far created any big problems for banks. However, last year the EC Commission produced a draft directive on civil liability for damage caused by waste, which said that "the producer of waste" would be liable "irrespective of fault on his part". Although it was not clear whether a lending bank would count as "a producer", the strictness of the proposed liability sent further tremors through bankers' ranks.

Since then, the Commission appears to have retreated on the proposal. Instead, it is preparing a green paper on liability for environmental damage which will address the issue again. However, officials say this will be more of an exercise to provoke discussion than an attempt to define precise borders to liability.

Some UK bankers are not satisfied by this. Mrs Hilary Thompson, head of the environmental management unit at National Westminster and a leading lobbyist, says that remarks made by EC officials to her suggest that they intend to take a tough line.

"What they forget is that we might stop lending to these people," she says. The irony is that the more a company needs

green finance to clean up its act, the less likely it is to get it. Mrs Thompson is proposing that secured lenders be exempted from liability provided they exercise due diligence before lending to a company which subsequently causes damage. This would probably involve that company carrying out an environmental audit as a condition for a loan.

British bankers' worries have been noted by the UK government. Mr Michael Heseltine, environment secretary, told a recent audience of City financiers: "There are real concerns in this area which I recognise." But he assured them: "We shall be looking for workable solutions in which we are equally as clear about the effects on business costs as we are about the beneficial effects on the environment."

What is already clear is that anxiety about these issues is much higher in the Anglo-Saxon world than on the Continent. This is partly because of the Fleet Factors case, and the fact that the US and the UK share similar legal traditions. In continental Europe, lawyers treat liability more narrowly.

Also, enforcement of any environmental legislation from Brussels would be a matter for individual countries, so different legal traditions could have a significant effect.

It is not clear quite how dampening an effect such worries are having on bank lending. It has certainly been in the banks' interest to sound the alarm bells to reinforce their case. But, though Mrs Evans's experience shows how closely banks are scrutinising sensitive projects, they are still willing to lend to them provided they are well-managed and financially sound.

The Chemical Industries Association, representing the UK chemical sector, says it is unaware of any significant financing problems among its members. But whatever form the EC's legislation ultimately takes, banks will play an increasing role in policing the environment. To protect themselves, all the big UK clearing banks have introduced procedures to check out customers' environmental records before advancing a loan, and to keep watch until it is repaid. And checks are bound to get tougher.

"Lenders become essentially an enforcement agency," says Mr Steve Jones, a lawyer with Jones, Day, Reavis & Pogue of Washington which specialises in environmental issues. "Almost all US property now goes through a site assessment, and I would be surprised if a similar process did not evolve in Europe."

## Hands off the sumo wrestler

From Mr Paul Blamire.

Sir, You report that the Samoan wrestler Konishi is set to become yet another cause célèbre in the absurd skirmishing between Japan and the US ("US and Japan tussle over gentle giant from Hawaii", March 24). If the US senate does intend using Konishi as a bargaining chip (for what, one may wonder), then it could usefully bear in mind one point that your correspondent, too, has overlooked.

It is not disputed that some of those who govern sumo are nervous about a foreigner becoming yokozuna – in much the same way that people didn't like Kerry Packer's cricket. Whether these people are called purists or racists is a separate argument. However, the factors for promotion in sumo, in addition to the qualities of technique and character that your correspondent mentions (and admits that Konishi lacks to a degree), include a clear guideline – that he win two consecutive tournaments, or achieve the same score as the eventual winner (this isn't as daft as it sounds). Konishi has failed thus far to do either.

Sumo's governing body has to deal with a number of problems in the sport, including the consequences of recently promoting several wrestlers to yokozuna who then failed miserably. They are keen to avoid this mistake again. Whatever the "racist" views of the popular press in Japan, Konishi will or won't become yokozuna in much the same way that all his Japanese predecessors have. US government, hands off.

Paul Blamire,  
1-2-13 Midorigaoka,  
Meguro-ku,  
152 Tokyo, Japan

## Faults in an Irish model

From Mr Charles Hazell.

Sir, Having farmed and run a small data-processing business in the Irish Republic, and more

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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## Key election issue is interest rates, not fast tax footwork

From Mr Philip Bloufield.

Sir, The only issue which matters to me in this election is whether interest rates go up or down. All the fast footwork over marginal tax rates seems irrelevant when the impact of a 1 or 2 per cent interest rate change is considered. Yet this is the issue which dares not speak its name: no politician mentions it, even the retiring Thatcherite gang to whom it once seemed so important.

This joint political conspiracy to deny debate is a scandalous rigging of the electoral agenda. Will debate really send the markets into a spin or, even worse, direct the new bank to Frankfurt? Meanwhile, we Britons sacrifice our prosperity on behalf of eastern Germany. There they aspire to a better lifestyle while here we contrive to constrain our own.

Is there not one politician prepared to break a vow of silence over the ERM orthodoxy. What price are we expected to pay for "convergence"?

With real interest rates at 8 per cent or more the political consensus is for a deflation far exceeding the £2.3bn palliatives all parties claim will lift recession.

I suppose we can look forward to a time when, with our industry completely destroyed, we may benefit from EC Regional Aid swollen with the contributions from prosperous East Germany!

What are the gains from unnecessary high interest rates and artificial exchange rates? The politicians have fled both from reality and the consequences of explaining all to the electorate, guided, I suspect, by the same Treasury bureaucrats who have shown such skill in managing the soft landing of our own economy.

Philip Bloufield,  
15 Latimer,  
Stony Stratford, Milton Keynes

## Land values and clean-up costs

From Dr D C Hockin.

Sir, John Hunt's article, "Erasing the black marks" (March 25), referred to the minister for the environment's recent announcement to defer completion of the public register of potentially contaminated land. He dwelt upon the concern, expressed widely by landowners and their professional advisers, of planning blight.

In an active land-dealing market an owner of industrial land featuring in the prospective register might have to offer a discount to a potential purchaser, if, in the absence of any detailed site investigation, his consultants are unable to assess the risk that the site may attract and estimate the costs of clean up.

I would argue that these discounts apply to all industrial land today, in advance of the opening of any register. The problem of discounting will become more apparent when the land market is restored: contaminated sites for which there are no survey data will be further devalued, and sites which have either been treated (even though they may remain on a future register) or simply surveyed allowing quantification of the problems and costs a developer may face, are likely to attract a premium.

These issues need to be addressed urgently, regardless of the administrative details of implementation of Section 143 of the Environmental Protection Act of 1990.

D C Hockin,  
director,  
R P S Clouston,  
3 Linenhall Place,  
Chester CH1 2LP

## Iraq-Kuwait border

From Mr Miklos Pinther.

Sir, With reference to your article, "UN aims to redraw border of Iraq and Kuwait" (February 19), to date no final recommendations on the actual boundary have yet been made. The ground survey and aerial photography work in the border area have been completed. This new, highly accurate survey, along with earlier maps, charts, aerial photographs and other documents, will be used to determine the precise boundary for demarcation purposes. The United

Quietly ask yourself  
"If not now, when?"



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## Flying colours

■ Readers finding Britain's election campaign dull may like to know it has at least provided one surprise, albeit outside the UK. It happened to a party of Brits returning from skiing in Austria.

When they went to board their flight home at Salzburg airport, they were stunned to find the Stansted-bound aircraft gaily emblazoned with the Labour party campaign motif, complete with red rose.

One of the skiers, Tina Pulsford, marketing services manager with Hayters of Bishops Stortford, says the 80 passengers were disgusted. "We didn't expect to be flying home in an advertising vehicle. We don't want political opinions forced on us – especially as we're the sort of people that Labour intends to clobber."

Some passengers threatened not to board the plane. But all finally did so, even though not entirely pacified by British Air Ferries' explanation that the plane was going on to fulfil a Labour party charter.

"Mind you, we did have the last laugh once we boarded," says Pulsford. "The interior of the Red Rose special is bright blue."

## Recovering well

■ Peter Jacobs, the old British Sugar hand who took over as Bupa's chief executive last year, is delivering on his promise to make the private health group more commercial while retaining its compassionate image.

On Monday he reported that Bupa had turned a £28.2m deficit into a £1.3m surplus last year. Yesterday, he introduced the compassionate image in the form of Sir Bryan Nicholson, the Post Office chairman

and chief executive, who is to succeed Lord Wigoder as Bupa's chairman.

Nicholson came to public prominence as chairman of the then Manpower Services Commission in 1984 – he was knighted for his services there when he left in 1987 – and his work on unemployment and training schemes revealed him as a businessman with a strong social conscience. He still chairs the National Council for Vocational Qualifications and the CBI's education and training committee.

No doubt Jacobs will want to take advantage of Nicholson's business experience as well as his reputation for compassion. The private health care market is even more cut-throat than the new, commercial NHS, and Bupa's position as market leader is under increasingly heavy attack.

## Fresh prospect

■ Having already found and sold a gold mine, Chile's Julia Aspillaga is opening up a new line of career. With today's launch of a Santiago office by Yorkton Securities – the first Canadian brokerage house to set up in Chile – she is to act as its investment adviser there.

The well connected mining entrepreneur first broke into the industry by joining Anglo American's subsidiary in Chile on the administration side in the 1980s. She then branched off on her own and has been involved in numerous mining projects, including the San Cristobal gold mine, eventually sold to Battle Mountain Gold's subsidiary, Niguni Mining.

While going on running her Windsor Resources exploration company, which is looking for more gold and copper projects, at Yorkton's office she will work with another woman with mining even deeper in her veins: operations manager Catherine McLeod.



"It's your turn to be deaf for a year"

Daughter of Canadian mines man Don McLeod, she has worked mainly as a banker and broker to the mining community. She says that, by having people on the spot, Yorkton should be well set to win business from the expected second wave of mines investment in Chile – now the mining houses' favourite stamping ground.

## Hanson alumni

■ It's always worth keeping an eye on what happens to the former acquisition chiefs in Lord Hanson's entourage.

Greg Hutchings (class of '83) is the obvious star. He has taken Tomkins into the FT-SE 100 and his company now sports a much racier share rating than Hanson. John Newman (class of '77) is doing a reasonable job at TT Group, and the smart money at Hanson is on Philip Turner (class of '87) currently running Wassall with Chris Miller, one of the Lord's former personal assistants. Now Andrew Arends, another old Hanson alumni,

has popped up as business development director of Buznli. It is not a main board appointment, but then Arends – Oxford, Finance, Times and Harvard Law School – is far younger than the rest having just turned 30.

Recruited by Lord White, he served on Hanson's Consolidated Gold Fields and Beazer acquisition campaigns. However, he was moved sideways after the arrival of Chris Collins – the man with the ICI idea.

Students of form might think that if Arends is as good as he sounds, then he could have done better than struggling Buznli. However, he still has plenty of time to prove himself.

## Goodbye Peter

■ It is a bit off that Peter Drew should be bundled out of Taylor Woodrow's chairman's seat with such unseemly haste.

One minute he is dreaming of his retirement as chairman of Britain's most respected construction company – albeit one a bit down on its luck. The next he is retired with immediate effect and the board's "best wishes". After 26 years' service, the top man might surely have been given more than 24 hours to clear his desk, however bad a job he has done.

Heaven forbid, but could the swiftness of his exit have anything to do with the end of the tax year on April 5 and the possibility of a Labour Government a few days later? One assumes that the company is being more generous with his settlement than it was with his period of notice.

## Scarce scoussers

■ Handwritten notice in the window of a corner shop in Liverpool:  
Urgent. Customers required. Apply within.





**INSIDE**

**Maughan to succeed as CE at Salomon**

Mr Warren Buffett, the billionaire investor who took over as interim chairman of Salomon after the Wall Street securities house was engulfed in scandal last year, wants Mr Deryck Maughan to become chief executive of the group's broking operation, Salomon Brothers, when the government's investigation of the scandal is completed later this year.

**Mixed results in Hong Kong**

Problems with Husky Oil, a Canadian oil and gas producer, lowered profits at Hushion Whampoa, the large Hong Kong trading company controlled by Mr Li Ka-shing, Hong Kong's richest man. Swire Pacific, the Hong Kong-based aviation, property and trading group, announced a 26 per cent increase in net profit in 1991. Jardine Strategic, the investment holding company of the Jardine Matheson group, said it was considering a Euro-convertible preference share issue.

Cheung Kong, the property development vehicle of Mr Li Ka-shing, yesterday posted a 50 per cent jump in 1991 net earnings. Page 19

**Oil and independence**

Uzbekistan, a Moslem nation of 20m people, is playing it will become a self-sufficient oil producer after decades of depending on neighbouring Russia, which first conquered Uzbek territory in the 19th century. Inhabitants of the newly independent state saw it as a gift from heaven when an awesome oil blowout happened. It is spilling 16,000 tonnes of light crude a day, and has been flowing uninterruptedly for almost a month. Page 30

**Coup bid hits Venezuelan shares**

Concern over Venezuela's political and military stability in the wake of a frustrated coup in February has been depressing stock prices. The Caracas Stock Exchange index closed at 28,284.23 on Wednesday, down 17.2 per cent from the year's peak of 34,142.60 on February 3, the day before the coup attempt. Back Page

**United Newspapers falls**

United Newspapers, the UK publisher which owns the Daily Express, Sunday Express, Daily Star and Yorkshire Post newspapers, announced an 11 per cent drop in pre-tax profits to £85.1m (£147m) in 1991. Page 25

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Futura Higgs	21	Slough Estates	24
Gemtech	1	Smithline Beecham	1
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**Chief price changes yesterday**

FRANKFURT (DM)		PARIS (FFP)	
Alcoa Ind	680 + 15.5	Audi Emper	1040 + 34
Colson Knm Pt	910 + 15	BOC	680 + 17
ULN	2545 + 7.5	Opacox	682 + 47
Hochtil	1285 + 17	Phelia	
Phelia	703 - 15	Boyle-Say C1	468 - 14
Asia Pnt	619 - 15	Chib Packaging	184 - 11.1
Wella Pnt	619 - 6.5	Union Interox P	470 - 15
NEW YORK (US)		TOKYO (Yen)	
Alcoa	24 1/4 + 5/8	Wolfsch Ind	377 + 32
Delta	64 1/4 + 1/2	Phelia	
USA	9 + 2	Carton	1040 - 140
Woolly Margent	40 + 1 1/4	Dallo Wool	1230 - 170
Phelia	750 + 17	Gold Shovel	1270 - 200
Rank Op	680 + 15	Nippon Carbon	1220 - 300
Sealey	362 + 10	Shimizu Kato	880 - 100
Uni New	373 + 13		
Wellcome	58 3/4 - 3/4		
Wolstenholme Rink	314 + 15		
Phelia	175 - 1 1/2		

LONDON (Pence)			
Planes		APV	108 - 8
Archer Daniels	523 + 41	Beatford	18 - 3
Ciba-Geigy	9 + 2	Down Eyeglass	198 - 30
Costa Vytela	189 + 9	Futura	191 - 19
Morrison (Wm)	328 + 15	Garro	802 - 22
Phelia	750 + 17	LASIMO	185 - 8
Rank Op	680 + 15	Lorrie	95 - 8
Sealey	362 + 10	Passicot	46 - 8
Uni New	373 + 13	Ryan Hooks	22 - 3
Wellcome	1014 + 15	Wison (Cont)	178 - 9
Wolstenholme Rink	314 + 15		

Price at suspension.

1 Price at suspension.

Dutch truck group seeks up to Fl 300m cash injection to bolster battered finances  
**DAF tumbles deeper into the red**

By Kevin Done,  
Motor Industry Correspondent

DAF, the Dutch commercial vehicle maker in which British Aerospace holds a 16 per cent stake, plunged deeper into loss last year with a net deficit of Fl 394.5m (\$212m) compared with a loss of Fl 228m a year earlier. The company disclosed yesterday that it had begun talks with the Dutch government and with its banks with the aim of seeking a capital injection of up to Fl 300m in the next six months to strengthen its battered finances.

DAF's financial performance is the weakest of any of the leading European truck makers, largely due to its dependence on the UK truck market, which has suffered the steepest slide into recession in the post-war period. The heavy losses of the past two years have seriously weakened its balance sheet. Group capital and reserves have declined to only 26.3 per cent of total assets from 34 per cent in 1989-90, in spite of the proceeds of a Fl 250m convertible preference share issue last autumn. Mr Cor Baan, vice-chairman,

said yesterday the company was "investigating all the options" to strengthen the balance sheet. DAF was not planning to issue new shares, he said, but it is understood that one option under discussion is a subordinated bank loan possibly backed by a state guarantee. DAF said yesterday it had reached agreement with its banking consortium led by ABN-AMRO Bank for its financing needs. The deterioration in its financial performance last year meant it had breached covenants in its

loan agreements. As a result, a number of its banks had taken collateral security on DAF properties in the Netherlands, Belgium and the UK. DAF will not pay a dividend on its ordinary shares for the second year running, and it warned yesterday that it would suffer a further loss in the first half of 1992. However, it forecast it would be close to break-even for the whole of 1992. "The result for the second half of the year is expected to largely offset the loss for the first half of the year," the group said. This

assumed modest recovery in the UK truck market and, given the company's low stock levels, planned increases in production and deliveries and the benefit of cost-saving. DAF's total net loss of Fl 394.5m last year included extraordinary restructuring costs of Fl 69m following Fl 78m in 1990. Group turnover increased 2.4 per cent to Fl 4.94bn from Fl 4.83bn a year earlier. DAF's operating loss last year increased to Fl 194.3m from Fl 107.9m in 1990. Details, Page 18

**Ciba-Geigy lifts profits 24% to SFr1.28bn**

By Paul Abrahams in London

CIBA-GEIGY, the largest Swiss chemical group, yesterday reported post-tax profits up 24 per cent from SFr1.033bn to SFr1.280bn (\$853m) for the year to December 31. The performance was described as outstanding by Dr Alex Krauer, president and managing director. He said he was determined, however, that the company should not relax. A radical and far-reaching productivity programme was still underway.

The outlook remained bright, said Dr Krauer. Both the agriculture and pharmaceuticals operations had made very healthy progress during the first two months of 1992, he added. Currency had been highly favourable for the first quarter of 1992, although this was unlikely to be repeated during the rest of the year. With the exception of the US, during the last two months there had been no indication of an improvement in the worldwide demand for industrial products.

Last year the healthcare divisions increased sales by 10 per cent in local currencies compared with 1990, while agriculture increased by 18 per cent. Operating profits were up 20 per cent to SFr1.25bn and 15 per cent to SFr507m respectively. Sales at the industrial divisions were 4 per cent down in local currencies, while operating results improved 44 per cent in Swiss francs to SFr349m. Group turnover increased 7 per cent from SFr19.7bn in 1990 to SFr21bn, although sales were

helped by a strong dollar. On a currency adjusted basis, sales growth was 5 per cent. Dr Krauer also announced proposals to split shares and bearer participation certificates on a five-for-one basis. The company intends to increase its share capital by issuing one new registered share for every 25 old shares of any capital unit category. Terms were not announced. However, the company said it expected the price to be equivalent to about two-thirds of the current share price at time of issue.

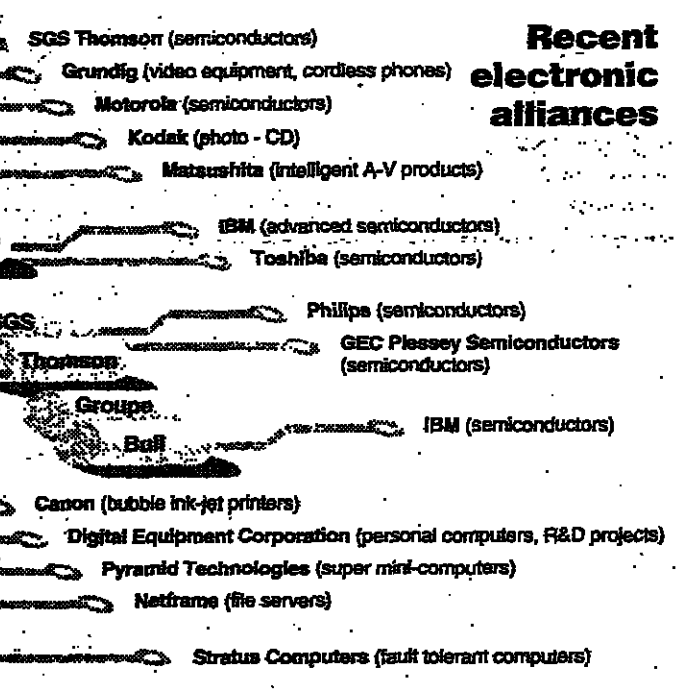
In addition, shareholders and bearer participation certificate owners will receive one option for free for each old capital unit. The company said 70 options would entitle holders to buy one new registered share. Details would be given after the annual general meeting on May 6. The company expects to collect about SFr490m and a further SFr270m if the options are exercised. Earnings per share increased 23 per cent from SFr186 in 1990 to SFr230 last year. Sandoz results, Page 18

Michiyo Nakamoto on the trend to international strategic alliances  
**Plugging into each other's strengths**

Last week, Philips, the Dutch electronics group, and Grundig, the German consumer electronics company in which it owns a 32 per cent stake, said they would join their video and cordless telephone operations. On the same day, Olivetti, the Italian computers and office equipment group, announced an alliance with Canon, the Japanese camera and electronics group, to produce bubble ink-jet printers. These moves are part of a growing trend among Europe's alling electronics manufacturers to seek alliances in the hope of regaining their competitiveness in the marketplace. They include another recent announcement by Philips that it was joining forces with Motorola, the US group, to design and develop semiconductor chips for Compact Disk Interactive, a new CD-based medium combining graphics, data, CD audio and video.

The Dutch group is now also looking for a partner to invest in a plant to manufacture liquid crystal displays, a product of increasing strategic importance. A spate of similar links has also taken place in Europe's semiconductor and computer industries over the past year as difficult market conditions forced companies to adopt measures to stem falling fortunes. Earlier this year Groupe Bull of France, the computer group, announced a link with IBM of the US to develop advanced semiconductor chips. And SGS-Thomson, the Franco-Italian semiconductor group is to collaborate with GEC Plessey Semiconductors of the UK in chip development, and with Philips in a semiconductor plant in Grenoble. Nokia, which has been restructuring its consumer electronics division since the acquisition, has also been talking to unnamed parties about possible links. Such partnerships have been spurred by the growing recognition among Europe's indigenous manufacturers that their US and Japanese competitors could be the main beneficiaries of the single European market. European

electronics companies have accepted they need help to survive in increasingly competitive markets otherwise they will not be able to fund the R&D needed to keep pace with technology. This is particularly true in the semiconductor industry, where most European companies are suffering losses. "That is the area in which European companies are crying out for help," says Mr Andrew Haskins, industry analyst at James Capel. Even cash-rich Siemens has realised it cannot afford the investment needed to stay in the race and recently announced ventures in chip development with both IBM and Toshiba of Japan. The move towards alliances follows the failure to build a European electronics champion through the merger of the semiconductor activities of Siemens, SGS-Thomson and Philips. The three groups were unable to reconcile their differences and, after months of talks, Siemens decided to link with IBM, effectively dashing hopes for a major European electronics group. It is not only that the Europeans find it difficult to agree on broad co-operation; there has also been a spreading conviction that simply joining the weak operations of three big groups will not lead to a strong business. Having abandoned the idea of a European champion, manufacturers have embraced less grand alliances, both among themselves and with outside groups, as the logical solution to their problems. Olivetti has set up a division specifically to look for possible technological co-operation. Such alliances offer manufacturers the chance to pool resources and rationalise operations, at a time of spiralling costs and stagnant growth of key markets. The situation is particularly dire for financially stretched European groups. Last year, although Philips returned to profitability, its income from consumer electronics declined 38 per cent. Thomson, Nokia and Olivetti also suffered losses last year and the situation is equally bleak among European semiconductor and computer manufacturers. If they are to remain in the



race, which means continuing to invest in R&D, Europe's manufacturers need to join forces or seek help from outside. Ms Angela Dean, industry analyst at Morgan Stanley, expects Philips to announce further alliances as it moves to rationalise its operations. "What we hear from Philips in the future will be more general and not just restricted to video equipment," she said.

Alliances with strategic partners also offer manufacturers the chance to tap demand outside their own national markets. This is important for European manufacturers, which have often blamed their woes on the lack of a large indigenous demand base to support economies of scale. Pan-European alliances will help to rationalise operations and share costs. But they will have limited impact on raising the competitiveness of European manufacturers. For that, European companies will have to look to US and Japanese companies for the key technologies necessary to remain competitive and profitable.

**Buoyant sales help Wellcome rise 35%**

By Paul Abrahams in London

WELLCOME, the UK pharmaceuticals group, yesterday reported pre-tax profits up 34.8 per cent from £181m to £244m (\$422m) for the six months to February 28.

Turnover at the prescription and consumer healthcare businesses reached £312m for the first six months, an increase of 27 per cent. Sales at non-prescription and other businesses were £75m, bringing the group's turnover to £387m compared with £781m.

John Robb, chief executive, said a margin of 30 per cent was a realistic objective but declined to say when it might be achieved. The improvement so far had been achieved through the disposal of low-margin businesses, a continued drive on costs and a change in sales mix to higher margin products. Cost of sales fell from 24.8 per cent of turnover to 22.6 per cent.

The sale of the environmental health and diagnostic businesses resulted in a net loss of £42m, said Mr Precious. Research and development spending increased 23 per cent from £103m to £127m, or 18 per cent at constant exchange rates. Earnings per share increased 33 per cent to 17.5p against 13.2p. The dividend was 4p from 3p. Lex, Page 16

Price increases, mainly in the US, represented only 3 per cent of underlying sales growth of 21 per cent at the pharmaceutical operations. Sales of consumer health products rose 32 per cent from £94m to £125m. Operating margins improved 2.4 points to 26.7 per cent. Mr

charge was also likely to increase for the full year by 1 percentage point to 37.5 per cent. Sales of Zovirax, the herpes and chicken-pox drug, were up 34 per cent to £278m. Those for Retrovir, the AIDS treatment, rose 31 per cent to £103m. The strong dollar helped the figures, but underlying growth for the two products was 26 per cent and 25 per cent, respectively. Profits from other patented products increased from £77m to £87m.

O&Y debt shake-up may take two years

By Robert Peston in London

THE reorganisation of Olympia and York's \$20bn debt is likely to take two years because of the complex structure of the Canadian property developer, according to an executive with close knowledge of O&Y. This emerged yesterday as bankers flew to Toronto for their first meeting since O&Y admitted last weekend that it was suffering from a "liquidity crisis". O&Y has called a meeting of its 20 biggest bank lenders, which will take place today. The purpose of the meeting is to agree a process for reorganising the debt, totalling more than \$20bn, and elect a steering committee, to represent all of O&Y's more than 100 banks.

The co-chairmen of the committee are expected to include Canadian Imperial Bank of Commerce, Citicorp, and Hongkong and Shanghai Banking Corp. CIBC is understood to have the biggest exposure, more than \$1bn, to O&Y. Bankers said the second biggest lender, with around \$750m of loans, is Royal Bank of Canada, followed by Citicorp, with \$500m. Hongkong Bank's exposure is thought to be comparable to Citicorp's.

Other big lenders are understood to include Credit Lyonnais, the French bank, with \$350m, Canada's Bank of Nova Scotia and Bank of Montreal, with \$300m each, and Chemical Bank of the US with \$200m. In the UK, Barclays' exposure to O&Y's UK properties, principally the Canary Wharf development in east London, is thought to be around \$100m. However, its overall exposure to the group is believed to be much bigger.

O&Y is moving to reassure lenders to the \$3bn (\$5bn) Canary Wharf - Europe's biggest property development - whose prospects have been hit by the UK property recession.

Mr Tom Johnson, who was appointed to oversee the financial restructuring early this week as new president of Olympia and York Property Development, O&Y's main operating subsidiary, is scheduled to arrive in London on Sunday night to hold talks with lenders.

Canary Wharf has £700m of debt, consisting of a £490m facility from 11 banks - led by Credit Suisse and Lloyds - £100m from the European Investment Bank and a £50m emergency short-term loan provided last week by a group of banks led by Barclays and Lloyds. Investors fear knock-on. Page 20

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## INTERNATIONAL COMPANIES AND FINANCE

## Redland wins £613m takeover battle for rival

By Bronwen Maddox  
in London

REDLAND yesterday won its four-month battle to take over Steeltek, its building materials rival, with 60 per cent of the latter's shareholders accepting its offer.

The takeover, which values Steeltek at £613m (\$1.1bn) on yesterday's closing prices, will create Europe's leading building materials group with a turnover of just over £2bn. It will be the UK's second largest company in bricks, Europe's second largest in aggregates, and the world's largest in roofing tiles.

Redland announced acceptances from 78 per cent of Steeltek preference shareholders. The offer of 87 Redland shares for every 100 of Steel-

tek's had a cash alternative of 365p.

Steeltek said yesterday: "The board is clearly disappointed, but a construction company in the trough of a recession is a fairly easy target."

The UK's competition policy, which forced it to abandon a proposed joint venture with Tarmac, the UK building materials group, had been "no aid either".

The proposed venture, announced last year, was referred first to Brussels under EC competition rules, and then back to the UK. It collapsed after referral to the Monopolies and Mergers Commission.

Redland, which had planned to bid for Steeltek in 1992, then accelerated its plans for attack, after given the MMC assurances that it would

sell certain businesses.

Mr Robert Napier, chief executive, said: "We have now put together two fine companies and we have a lot of work ahead to get the benefits."

Redland expects the merger to bring £30m pre-tax cost savings in 1993. Steeltek will also bring the group around £30m of unused advance corporation tax provisions.

Redland has undertaken to sell within 18 months two UK brickworks and one clay tile business with combined turnover of just under £20m, around 5 per cent of Steeltek's turnover. That will leave the UK turnover at just under a third of the merged group.

The Steeltek board advised shareholders to take no further action until after a board meeting tomorrow.

## Tootal gives Coats Viyella a boost

By Daniel Green  
in London

THE RAPID integration by Coats Viyella, the textiles company, of Tootal, acquired last May after an acrimonious takeover battle, helped Coats improve 1991 pre-tax profits by 10 per cent to £111.4m (£192.7m) from £101.4m.

However, net borrowings at the year-end jumped to £246m from £91.4m, largely as a result of the acquisition.

The performance of Tootal enhanced earnings slightly. Market shares in thread, Tootal's largest business, also improved.

Coats has changed its accounting practices to conform to new and proposed accounting rules. It restated its 1990 figures as if they had followed the same rules as used in the 1991 figures. Extraordinary costs of £3.6m in 1990 were restated as exceptional costs, depressing some 1990 figures. Earnings per share in 1991 were 10.4p, compared with 8.9p on a restated basis but 9.6p as published a year ago.

The dividend is maintained at 7p for the whole year. The shares rose 9p to 189p.

Thread, Coats' biggest operation, saw both turnover and margins improve. The addition of Tootal doubled the size of the industrial thread business and contributed to sales for the whole thread operation of £340m (£723m), with margins improving from 7.9 to 8.7 per cent.

Fashion retailing, including the Jaeger and Viyella brands, suffered badly. Margins fell from 7 per cent in 1990 to 2.9 per cent.

Branded menswear, including Van Heusen shirts, had a bad year. But improvements elsewhere pushed clothing turnover to £350.5m from £300.5m.

Sales in the Dynacast precision engineering operation fell to £104.7 from £111.7m because of a poor performance in Brazil and the weakness of the North American motor car industry.

Lex, Page 16

## DAF hit by UK 'market collapse'

By Kevin Done,  
Motor Industry Correspondent

DAF, the Dutch commercial vehicle maker, said yesterday that 1991 was its "worst year on record". It blamed its heavy losses on the low level of capacity utilisation at plants in the UK, the Netherlands and Belgium in the face of a 12 per cent fall in truck production to only 26,373.

DAF truck output has fallen by 24 per cent in the last two years, while van production declined last year by 9.4 per cent to 22,274.

The number of vehicles delivered fell by 4.8 per cent last year to 51,208. Combined truck and van deliveries have fallen by 12.7 per cent in the last two years.

DAF said it had been hit by

"the unprecedented and continuing recession in commercial vehicle demand in the UK". The "British market collapse" was well into its third year with UK truck demand in 1991 falling to the lowest level since 1954.

DAF said that it was committed to "lessening its dependence on the UK market", but Britain still accounted for 29.5 per cent of group turnover last year, compared with 31.1 per cent in 1990.

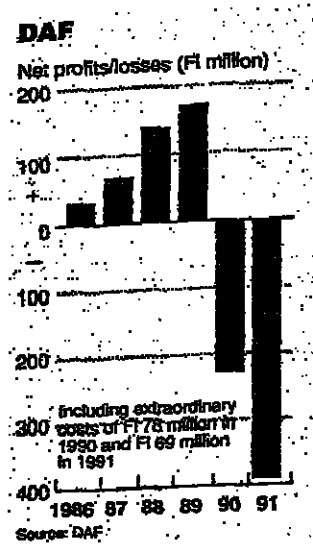
DAF, which took over Leyland's truck operations in 1987, has been hit harder than any other leading European truck maker by the recession in the UK, where it was the market leader last year with a share of 33.9 per cent. Overall UK truck sales were 64 per cent lower in 1991 than in 1989.

DAF's share of the west European truck market (above 3.5 tonnes gross vehicle weight) fell to 7.6 per cent from 8.5 per cent a year earlier.

DAF said that its losses also stemmed from lower sales margins - UK truck prices are among the lowest in west Europe. In addition, it blamed higher interest charges of £143m, compared with £196m a year earlier, and cost inflation in the UK, which could only be partly compensated for in higher export prices.

It suffered a negative cash flow of £1,240.3m last year compared with a negative flow of £1,775.5m in 1990.

DAF has taken tough measures to cut costs including a 20.1 per cent reduction in its workforce to 13,413 at the end of 1991.



## CCF lifts payout as profits rise

By Alice Rawsthorn in Paris

CREDIT Commercial de France, one of the largest private-sector French banks, yesterday announced a 17 per cent increase in net profits on a comparable basis to FF817m in 1991 from FF613m the previous year.

Mr Michel Pélissier, chairman, cited a "prudent policy on credit" as one of the chief reasons for the profits increase.

The board proposed raising the dividend from FF3.5 a

share in 1990 to FF3.8 the previous year.

CCF - together with other French banking groups - has been hit by an increase in corporate bad debts, particularly in the computer sector and among small businesses, although it suffered less than its competitors from defaults on consumer loans.

The group has been taking steps to improve efficiency by scrutinising costs - the increase in general costs was held to 2 per cent last year - and by more stringent control

of credit provision.

The bank, whose activities are divided equally between commercial and investment banking, managed to hold its risk provisions at FF1.15bn, which is roughly the same level as in the previous year, "despite the deteriorating economic situation", said Mr Pélissier.

In 1990, CCF was forced to implement a steep increase in provisions for customers' defaults, although it did manage to shrink its country risk provisions.

## Bank Austria set back by foreign loans

By Eric Frey in Vienna

BANK Austria, Austria's largest bank, yesterday announced a 13 per cent decline in 1991 operating profits and a charge of Sch7.5bn (\$840.5m) against earnings, mostly to cover losses from foreign loans.

Mr Alfons Haiden, chairman, traced the earnings drop to the costs of last year's merger between Landerbank and Zentralbank, which led to the creation of the bank. He also cited a weak Austrian stock market and growing competition in the Austrian financial sector.

Operating profit fell to Sch3.31bn from Sch3.88bn in 1990, the year before the merger. Partial operating profit, which does not include trading income, declined 9 per cent to Sch2.06bn from Sch2.25bn. The dividend is being held at 14 per cent.

The bank's biggest headache was the disastrous investments made by the US and UK branches of the old Landerbank. For 1991, Bank Austria had to take charges of Sch700m for troubled loans in the US and Sch23m for those in the UK. The acquisition of the UK leasing company Sovereign generated a deficit of Sch1.2bn.

## Aérospatiale moves into black

By William Dawkins in Paris

AEROSPATIALE, the French state-owned aircraft and missile group, yesterday reported a sharp swing into profit, but warned that the outlook was worrying.

The group made a FF213m (\$37.7m) net profit last year, against a FF396m loss in 1990, on sales up 18 per cent to FF48.6bn. The rise was led by an increase in deliveries by Airbus, the European aircraft consortium of which Aérospatiale is a leading partner.

However, the French group's orders had fallen 50 per cent to

FF35bn, said Mr Henri Martre, the chairman. Orders now stand at just over two-and-a-half-years' work.

Orders were affected "by the atmosphere of crisis which has dominated the market all year, the fall in air traffic, company losses, the general economic slowdown and budgetary restrictions which have brought about the greatest caution among buyers," he said.

Aérospatiale's experience is in line with the gloomy outlook for rest of the French aerospace industry. According to Gifas, the industry's trade body, the French aerospace

industry's overall order book fell 30 per cent to FF235bn last year, reflecting a decline in both military and commercial orders. Gifas expects sales to fall 25 per cent in real terms by 1996, with heavy reductions in the number of people working in the sector, currently 118,000.

Mr Martre said Aérospatiale had aircraft orders for three to four years, depending on whether clients confirmed options, but the outlook was "more worrying" for the helicopter and missiles divisions.

Aérospatiale last year pooled its helicopter business with MBB of Germany.

## Swedish thrifts reaffirm merger plan

By Sara Webb

PLANS to create a new Swedish savings bank group would go ahead, despite concern about the huge losses incurred by one of the 11 banks due to form the enterprise, bankers said yesterday.

News that Första Sparbanken, a savings bank with business interests concentrated in the Stockholm and Gothenburg regions, had suffered a loss of SKr5.48bn (\$908.7m) in 1991

came as a shock to the banking community. Första's credit losses amounted to SKr5.7bn, equivalent to 11 per cent of the bank's total loan portfolio.

Government officials are currently discussing the future of Första Sparbanken with senior management of the new savings bank group, which will be called Sparbanken Sverige and which hopes to be listed on the Stockholm bourse.

Two of Sweden's commercial banks - Skandinaviska

Enskilda Banken and Svenska Handelsbanken - said that some of Första's retail customers had started to transfer funds to them. Mr Tommy Lindell, Första's executive vice-president, admitted some customers were shifting funds, but said there had not been a run on deposits.

The government has tried to restore confidence in the troubled bank by saying none of the depositors will lose their money.



Jardines Highlights 1991

## Jardine Strategic

Satisfactory growth in profit and net assets

- Earnings per share + 8%
- Net assets per share + 22%
- Dividend increased by 163% under new payout policy

"The companies in which we hold our strategic stakes are financially strong, with clear objectives, and are well located to take advantage of the dynamic growth of the Asia-Pacific Region. While it is too early to make any forecast for the current year, the underlying businesses have made an encouraging start and the longer-term prospects for Jardine Strategic remain excellent."

HENRY KESWICK, Chairman  
26th March 1992

### 1991 RESULTS

	Year ended 31st December 1991	1990
	US\$m	US\$m
Turnover	4,747.8	3,760.3
Operating profit	204.6	204.2
Share of profits less losses of associates	230.0	250.0
Net interest expense	(42.9)	(27.5)
Profit before taxation	464.7	427.5
Taxation		
— Company and subsidiary undertakings	(38.4)	(37.9)
— associates	(85.0)	(84.5)
Profit after taxation	381.3	335.1
Outside interests	(116.1)	(122.2)
Profit after taxation and outside interests	265.2	212.9
Extraordinary items	69.5	(7.0)
Profit attributable to Shareholders	302.7	205.9
6 1/2% Preference dividends	(8.7)	(18.5)
Dividends	294.0	187.0
— preferred ordinary	(3.2)	(2.0)
— ordinary	(72.9)	(21.5)
Transfer to reserves	217.9	163.5
Shareholders' funds — market value basis	5,076.8	2,524.6
	US\$	US\$
Earnings per share		
— basic	34.57	35.17
— fully-diluted	32.18	29.69
Dividends per share		
— preferred ordinary	10.50	8.42
— ordinary	10.50	4.00
	US\$	US\$
Net assets per share — market value basis	3.47	2.85

Jardine Strategic Holdings Limited  
Incorporated in Bermuda with limited liability

The Register of Members will be closed from 4th to 8th May 1992 inclusive to identify those Shareholders entitled to the proposed final dividends of US\$7.0 and US\$8.5 per ordinary and preferred ordinary share respectively which will be paid on 4th June 1992. Shareholders registered on a section of the Jersey branch register of members and wish to receive their dividend in Hong Kong Dollars, or Shareholders registered on the Hong Kong branch register of members who wish to receive their dividend in United States Dollars, should notify the Company's registrars or one of the Company's transfer agents on or before 22nd May 1992. Shareholders whose shares are held through the Central Depository System in Singapore (CDP) will receive Hong Kong Dollars unless they elect through CDP to receive United States Dollars. The Hong Kong Dollar equivalent of the dividend declared in United States Dollars will be calculated by reference to a rate prevailing five business days prior to the payment date.

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# Husky Oil dents Hutchison Whampoa profit

By Simon Holberton  
in Hong Kong

PROBLEMS with Husky Oil, a Canadian oil and gas producer, forced Hutchison Whampoa, the large Hong Kong trading company controlled by Mr Li Ka-shing, to announce a 5 per cent fall in after-tax profits yesterday to HK\$3.3bn (US\$426.4m) in 1991 from HK\$3.5bn in 1990.

Hutchison took an above-the-line write-off of HK\$783m - its share of a provision Husky, of which it owns 48 per cent, has made for the fall in the value of its oil and gas reserves. Last week, Cavendish International, a Hutchison subsidiary, made a provision of HK\$462m for its share of Husky's write-off.

Mr Simon Murray, managing director of Hutchison, said it was too early to say when Husky would improve, but he did expect any in the short-term. If oil and gas prices did not rise "then we will have to take another look at it."

Mr Murray scotched rumours of an imminent rights issue, saying there were no plans to have one this year. He said the company was financially strong and had no need of an issue to fund existing operations.

The Husky write-off took the shine away from what analysts described as a very impressive underlying growth in profits from Hutchison's businesses, especially those in Hong Kong. Operating profit was up 15.5 per cent and, if the write-off was added back to pre-tax earnings, they would have shown an 18.8 per cent

improvement, they said.

Looking ahead, Mr Li Ka-shing, chairman, said the continued strength of the Hong Kong property market, increased container traffic, and general growth with in the colony's economy due to its proximity to China, should all benefit the company's operations.

The directors declared a final dividend of 48 cents, which makes a total for the year of 68 cents - up 4.5 per cent on 1990.

Mr Li said that the company's property interests continued to make good contributions to profit in 1991. The property division benefited from the continued strong demand in Hong Kong for medium-sized residential units.

Record growth was achieved in its container terminal operations through its 60 per cent subsidiary, Hongkong International Terminals (HIT). HIT handled 2.5m 20ft equiv-



Li Ka-shing, chairman (left) and Simon Murray, managing director who scotched rumours of a rights issue

lent units (TEUs) through Kwai Chung container port. "Future growth will be enhanced by the formation of a partnership with the China Ocean Shipping Company (Cosco) to develop half of the new Terminal 8 and Kwai Chung," he said.

The acquisition of Felixstowe Port, the biggest container port in the UK, was ahead of planned targets, Mr Murray said.

Hutchison Telecommunications will shortly be launching its telepoint (CT2) business in the UK. This venture, of which it owns 65 per cent, has and will require large investment and that spending reduced profits from the telecommunications group last year.

In terms of capital spending, Mr Murray said about \$200m would be spent on CT2 and PCN (personal communications network) over the next four to five years. Hutchison's share of that will be about \$500m. He anticipated profit to flow from CT2 in two to three years and from PCN in about five years.

Mr Li said while the initial operating losses in the start up phase of the telecommunications businesses overseas will erode profits from the cellular and paging businesses in Hong Kong, the potential of the company would be realised in the long term.

## Rental income helps Swire Pacific to advance by 26%

By Simon Davies  
in Hong Kong

SWIRE PACIFIC, the Hong Kong-based aviation, property and trading group, announced a 26 per cent increase in net profit in 1991, despite the impact of the gulf crisis on earnings from its 52 per cent-owned airline, Cathay Pacific.

Swire, headed by Mr David Gledhill, posted net profit of HK\$3.08bn (US\$398m) in 1991, up from HK\$2.45bn in 1990. The results were boosted by a profit estimated at more than HK\$200m from the sale of a bottling factory. But there was a substantial increase in earnings from rental income and its diversified industrial businesses.

The company said the prospects for 1992 were "encouraging". A continuing demand for air travel, improved contributions from industrial businesses as a result of a cyclical up-turn and the impact of a rationalisation programme, and the effects of its enlarged property portfolio should ensure a similar rate of earnings growth in 1992.

Swire recommended a final dividend of 66 cents per "A" share and 13.2 cents per "B" share, making a total payout of 89 cent and 17.8 cents respectively. Rental income increased to HK\$1.23bn from HK\$792m, as a result of maiden contributions



David Gledhill: prospects for 1992 encouraging

from phase II of its Pacific Place development and upward rental revisions from phase I. The group's three hotels in the Pacific Place development continued to lose money in 1991, but they should benefit from the pick up in tourist arrivals.

Offshore oil and shipping services experienced increased profitability and on the industrial side, there were improvements from Coca-Cola bottling operations and former loss-maker Swire Technologies, a semi-conductor company.

The group's net asset value increased to HK\$4.84bn, following a HK\$4.87bn increase in the estimated value of its property portfolio.

## Clal group's income almost doubled

By Hugh Carnegie  
in Jerusalem

THE CLAL group, Israel's biggest publicly-traded industrial group, almost doubled net profits in 1991 to Shk61.6m (\$35.8m) from Shk42m the year before, mainly due to a big surge in profits in its core holding, Clal Industries.

Consolidated sales in the sprawling group, which encompasses electronics, textiles, construction and insurance among its interests, rose to Shk2.5bn from Shk2.36bn. Return on capital rose to 9.5 per cent from 5 per cent.

Strong performances by Clal electronics subsidiaries, which include Scitex and ECI Telecom, two of Israel's fastest-growing companies, played a large part in the increased profitability. There were also benefits from Israel's immigration-fuelled construction boom and the associated acceleration in infrastructure building.

The 75 per cent-owned Clal Industries, which includes the electronics companies, had a net profit of Shk146m, against Shk33m in 1990.

At the group level, one-time revenues of Shk44m from the sale of shares in Scitex, ECI Telecom and Electra were offset by Shk47m costs incurred in the reorganisation of Clal's real estate business and some of its high-tech activities.

## Cheung Kong pays more as earnings surge

CHEUNG KONG, the property development vehicle of Hong Kong's richest man, Mr Li Ka-shing, yesterday posted a 50 per cent jump in 1991 net earnings to HK\$4.66bn (US\$600.5m) from HK\$3.25bn in 1990, writes Simon Holberton.

Mr Li announced a final dividend of 51 cents which, with the interim of 17 cents, makes 68 cents for the year - a rise of 42 per cent over 1990.

Cheung Kong's results, though not unexpected, underline the strength of Hong Kong's residential property market and the profits of companies exposed to it.

Mr Li said in his chairman's statement

that in 1992 the area of buildings completed was the largest ever and that, in a rising market, the group's profits rose very sharply.

He warned that Cheung Kong was likely to produce in 1992 a lower growth in earnings than that achieved last year.

The great proportion of the buildings expected to be completed this year have already been pre-sold.

Mr Li said that the confidence of low interest rates and relatively high inflation had prompted the public to invest in property to safeguard the value of their savings.

"This new trend in property buying and the fact that the supply of residential land and buildings is not sufficient have caused the steep rise in the prices of residential buildings in the second half of 1991," he said.

"Demand for such buildings is expected to remain strong and the market will continue to be active in the foreseeable future."

Mr Li added that the group would continue to identify various investment opportunities and would continue to enlarge its land bank - both in order to lay a good foundation for future growth.

## Jardine Strategic issue surprise

By Simon Holberton

JARDINE Strategic, the investment holding company of the Jardine Matheson group, yesterday surprised the market when it said it was considering a Euro-convertible preference share issue.

The company released no details of the proposed issue but said, if it proceeds, the funds would be used to strengthen its balance sheet and provide funds for further investment.

Analysts were taken by surprise because Jardine Strategic only last July moved to convert compulsorily the remainder of a convertible preference issue it floated in 1989. That issue raised US\$300m and ana-

lysts expect Jardine to raise a similar amount this time around.

Earlier in the day, Jardine Strategic directors had declined to comment on talk in the Hong Kong stock market that it was about to make a rights issue.

Rumours of a rights issue earlier knocked 50 cents off the shares.

Speculation concerning rights issues by various blue-chip companies have swept the Hong Kong market during the current financial results reporting season.

The Euro-convertible preference share issue announcement came with annual results for the company which showed a 9.5 per cent growth in net

earnings to US\$233.2m from US\$212.9m.

Mr Henry Keswick, the chairman, said the companies in which Jardine Strategic has an interest were financially strong and were well placed to take advantage of dynamic growth prospects in the Asia-Pacific region.

"While it is too early to make any forecasts for the current year, the underlying businesses have made and encouraging start and the longer term prospects for Jardine Strategic remain excellent," he said.

Directors declared a final dividend of US cents 7 a share - which, together with the interim of US cents 8.5 makes a total of US cents 10.5 - 163 per cent higher than in 1990.

## A Strong Financial Position Supporting Long-term Growth

"Hutchison Whampoa's financial position remains sound and the Group's core businesses form a solid base from which it can develop both locally and overseas."

Hong Kong, 26th March, 1992

Li Ka-shing  
Chairman

### Financial Highlights for the year ending 31st December, 1991

Turnover	US\$2,463 million
Profit before extraordinary items	US\$426 million
Extraordinary items	US\$130 million
Profit attributable to the shareholders	US\$556 million
Earnings per share before extraordinary items	US\$0.140
Earnings per share after extraordinary items	US\$0.182
Dividends per share	US\$0.087

### Hutchison Whampoa Limited



Property • Container Terminals • Retailing • Telecommunications and Media • Energy

Head Office: 22/F., Hutchison House, Hong Kong. Tel: 523 0161 Fax: 810 0705  
European Office: 9 Queen Street, Mayfair, London W1X 7PH Tel: 071 499 3353 Fax: 071 491 0872

DSM N.V.  
based at Heerlen

### Convocation for the annual general meeting

The annual general meeting will be held on Wednesday, April 15, 1992, from 14.00 p.m., at the company's head office, Het Overloon 1, Heerlen.

The agenda with notes, the annual accounts, the annual report, the data as meant in article 392 section 1 Book 2 of the Civil Code and the data as meant in article 142 section 3 Book 2 of the Civil Code, are available for inspection by the shareholders and other persons entitled to attend the meeting at the office of the company, Het Overloon 1, Heerlen, and at the offices of the banks mentioned below, and can there be obtained by them free of charge.

Holders of ordinary registered shares who wish to attend the meeting should send in a written notification to that effect to the Managing Board of Directors not later than April 9, 1992.

Holders of ordinary bearer shares who wish to attend the meeting should deposit these shares not later than April 9, 1992 at one of the offices of the banks mentioned below against receipt, which receipt gives access to the meeting. Persons attending the meeting should be able to identify themselves upon request.

The foregoing also holds for those who derive meeting rights from rights of usufruct or lien attached to shares.

Heerlen, March 1992  
The Managing Board of Directors

DSM

DSM, Corporate Public Relations, P.O. Box 6500, 6401 JH Heerlen (the Netherlands), tel.: 45-782371



In the Netherlands:  
ABN-AMRO Bank N.V.  
Herengracht 597, Amsterdam

Bank Mees & Hope NV  
Kellersgracht 683, Amsterdam

NMB Postbank Groep  
De Amsterdamse Poort, Amsterdam

Pierson, Holding & Pierson N.V.  
Rokin 55, Amsterdam

Rabobank Nederland  
Croeselaan 18, Utrecht

In the United Kingdom:  
S.G. Warburg & Co. Ltd.  
1, Finsbury Avenue, London

In Switzerland:  
Swiss Bank Corporation  
Aeschenvorstadt 1, Basel

In Germany:  
Deutsche Bank AG  
Taunusanlage 12, Frankfurt am Main

In France:  
Banque Nationale de Paris  
10, Boulevard des Capucines, Paris

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MTSUI REAL ESTATE  
DEVELOPMENT CO., LTD.  
(MTSUI FUDOSAN CO., LTD.)  
Yen 50,000,000,000

Residential and Hotel Units 1992

Notice is hereby given that for the period from 27th March 1992 to 28th September 1992 the rate of interest will be 4.75% per annum. The interest payable on 28th September 1992 will be YEN 241,528 per each YEN 10,000,000.

Note:

Agent Bank:  
The Mitsui Trust and Banking Company  
Limited, London



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(Investment company with variable capital,  
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23 Nassaulaan, 2514 JT The Hague  
(The Netherlands)

### 1991 DIVIDEND

On March 26, 1992 at the Annual General Meeting of Shareholders the dividend for the financial year 1991 was fixed at Dfl. 8.- in cash per ordinary share of Dfl. 20.- nominal value. An interim cash dividend of Dfl. 3.50 was distributed in September 1991. The final dividend of Dfl. 4.50, less 25 per cent dividend withholding tax, will be payable from April 6, 1992 on presentation of coupon no. 47.

Dividend coupons may be presented at Pierson, Helderling & Pierson N.V., Kempen & Co NV, Rabobank Nederland, ABN AMRO Bank N.V., Bank Mees & Hope NV and Credit Lyonnais Bank Nederland N.V. at their respective branches in Amsterdam, The Hague, Rotterdam and Utrecht, or at the offices of the Generale Bank, Bank Brussel Lambert and Kredietbank in Belgium or of Morgan Grenfell & Co. Limited, 23 Great Winchester Street, London EC2P 2AX.

The Hague, 27 March 1992  
By order of the Board of Management

#### Notice of Early Redemption

**Zentralsparkasse und  
Kommerzbank, Wien**  
Japanese Yen 3,500,000,000  
6 per cent. Variable Redemption  
Amount Notes due 1993

NOTICE IS HEREBY GIVEN to the Noteholders that, in accordance with Condition 7(c)(i) of the Terms and Conditions of the Notes, the Bank will redeem all outstanding Notes at their Redemption Amount, on 27th April, 1992, when interest on the Notes will cease to accrue. The Redemption Amount will be calculated in accordance with paragraph 7(d) of the Terms and Conditions of the Notes. Payment of principal will be made against presentation of the Notes with all unremitted Coupons attached or, as the case may be, of the receipts issued pursuant to Condition 7(c)(ii) of the Terms and Conditions of the Notes at the specified office of any of the Paying Agents mentioned hereon. Coupon No. 3 due on 27th April, 1992, should be presented for payment in the usual manner on or after 27th April, 1992.

Bankers Trust  
Company, London  
27th March, 1992

Agent Bank



**Bank of Tokyo (Curaçao) Holding N.V.**  
U.S.\$800,000,000

Subordinated Guaranteed  
Floating Rate Notes Due 2000

Guaranteed on a subordinated basis  
as to payment of Principal and Interest by

**The Bank of Tokyo, Ltd.**

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the three months period 27th March, 1992, to 29th June, 1992, has been fixed at 4.625 per cent per annum. Coupon No. 7 will therefore be payable on 29th June, 1992 at U.S.\$ 6.03819 per coupon from Notes of U.S.\$500,000 nominal and U.S.\$ 6.03812 per coupon from Notes of U.S.\$50,000 nominal.

**The Bank of Tokyo, Ltd.**  
London  
Agent Bank

27th March, 1992

#### U.S. \$100,000,000

**B.B.L. International N.V.**  
(Incorporated with limited liability in The Netherlands  
and having its statutory seat in Amsterdam)

Floating Rate Notes due 1993  
Guaranteed on a Subordinated Basis  
as to payment of principal and interest by

**BBL**

Banque Bruxelles Lambert S.A./  
Bank Brussel Lambert N.V.  
(Incorporated with limited liability in Belgium)

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from October 23, 1991 to April 23, 1992 the rate for the final interest Sub-period from March 27, 1992 to April 23, 1992 has been determined at 5% per annum, and therefore the amount of interest payable against Coupon No. 14 on the relevant interest payment date April 23, 1992 will be U.S.\$2,870.32.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank

March 27, 1992



#### MITSUI TAIYO KOBE

**ASIA LIMITED**  
(Incorporated in the Cayman Islands)

#### US\$ 1,200,000,000

Subordinated Floating Rate Notes 2000

In accordance with the provisions of the Notes, notice is hereby given that the interest rate for the three month period commencing 27th March, 1992 will be 4.675% per annum. Coupon Payment Date 29th June, 1992.

Coupon Amounts will be

US\$ 12,206.94 on Notes of US\$ 1,000,000  
US\$ 6,103.47 on Notes of US\$ 500,000  
US\$ 1,220.69 on Notes of US\$ 100,000

**MITSUI TAIYO KOBE TRUST  
INTERNATIONAL LIMITED**  
Agent Bank

#### NZ1 Overseas Finance N.V.

15 1/2% Guaranteed Bonds  
Due March 28, 1992

The Rate of Exchange, as defined in Condition 5(b) of the above described Bonds, applicable to the Bonds and Coupons due March 28, 1992 is U.S.\$0.5494 for each N.Z. Dollar. Each Bond in the amount of N.Z.\$1,000.00 will be paid U.S.\$549.40 and each Coupon in the amount of N.Z.\$136.25 will be paid U.S.\$85.84.

**MORGAN CLARANTY TRUST  
COMPANY**  
of New York  
Principal Paying Agent

DATED: March 27, 1992

#### NOTICE TO HOLDERS OF EUROPEAN DEPOSITARY RECEIPTS (EDRS) IN NIPPON FIRE & MARINE INSURANCE CO., LTD.

NOTICE IS HEREBY GIVEN that a cash dividend will be paid to shareholders of record date March 31, 1992. Furthermore, it has been decided that the shares will be traded on the Japanese Stock Exchanges with effect from March 26, 1992. Subject to approval of the dividend, a further notice will be published, after receipt of the dividend by the Depository, stating the amount and actual date of payment of such dividend together with the procedure to be followed for obtaining payment. Coupon No. 16 will be used for collection of this dividend.

March 27, 1992  
Citibank, N.A., London, Depository.

#### Notice of Early Redemption

**Ginza Bank of Japan**  
Sparkassen Aktiengesellschaft  
Japanese Yen 5,000,000,000  
6 1/2 per cent. Variable Redemption  
Amount Notes due May 1993

NOTICE IS HEREBY GIVEN to the Noteholders that, in accordance with Condition 5(c)(i) of the Terms and Conditions of the Notes, the Bank will redeem all of the outstanding Notes at their Redemption Amount, on 15th May, 1992, when interest on the Notes will cease to accrue. The Redemption Amount will be calculated in accordance with paragraph 5(d) of the Terms and Conditions of the Notes. Payment of principal will be made against presentation and surrender of the Notes with all unremitted Coupons attached or, as the case may be, of the receipts issued pursuant to Condition 5(c)(ii) of the Terms and Conditions of the Notes at the specified office of any of the Paying Agents mentioned hereon. Coupon No. 3, due on 15th May, 1992, should be presented for payment in the usual manner on or after 15th May, 1992.

Bankers Trust  
Company, London, Agent Bank  
27th March, 1992

#### U.S.\$200,000,000

Floating Rate Subordinated Loan  
Participation Certificates due 2000  
Issued by Yamichi International (Deutschland) GmbH  
for the purpose of funding and maintaining a subordinated loan to  
The Hokkaido Tokai Bank, Limited

In accordance with the provisions of the Loan Agreement, notice is hereby given that for the three month interest period from March 27, 1992 to June 29, 1992 the Loan Participation certificates will carry an interest rate of 4.675% p.a. and the Coupon Amount per U.S.\$250,000 nominal of the Notes will be U.S.\$3,051.74.

March 27, 1992, London  
By: Citibank, N.A. (Citi Dept.), Agent Bank



#### Adjustment of Subscription Price

**Nakano Corporation**  
(formerly Nakano Group Corporation)  
(the "Company")

Bearer warrants to subscribe for shares of common  
stock of the Company (the "Warrants") issued with

#### U.S.\$40,000,000

5% per cent. Guaranteed Notes 1992

Notice is hereby given that as a result of the issuance of U.S.\$75,000,000 3 1/2 per cent. Guaranteed Notes 1996 with warrants by the Company on 26th March, 1992 at an initial subscription price per share of ¥923 determined on 16th March, 1992 being less than the current market price per share of ¥1,019.50 as at that date, the Company has adjusted the Subscription Price of the captioned Warrants as follows:

1. Subscription Price before adjustment: ¥790
2. Subscription Price after adjustment: ¥775.30
3. Effective Date of adjustment: 27th March, 1992 (Japan time)

**Nakano Corporation**  
2-28, Kudan-Kita 4-chome,  
Chiyoda-ku, Tokyo

By: The Mitsubishi Trust and Banking Corporation  
as Principal Paying Agent

Dated: 27th March, 1992

#### Hitachi International (Holland) B.V.

U.S.\$500,000,000

Euro Medium Term Note Programme

For the period  
27th March 1992 to 29th June 1992

In accordance with the conditions of the Notes  
notice is hereby given that the rate of interest has  
been fixed at 4.355 per cent. per annum, and  
that the interest payable on the relative  
payment date 29th June 1992 will be  
U.S.\$56.86 per U.S.\$5,000 Note.

**The Industrial Bank of Japan, Limited**  
(London Branch)  
as Fiscal and Paying Agent

#### U.S. \$100,000,000

Floating Rate Subordinated Loan Participation  
Certificates Due 2000

Issue by

**Merrill Lynch Bank AG**  
(Incorporated in the Federal Republic of Germany with limited liability)  
for the purpose of funding and maintaining  
a subordinated loan to

**The Saitama Bank, Ltd.**  
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Notice is hereby given that for the interest period from March 27, 1992 to June 29, 1992 the Certificates will carry an interest rate of 4.7% per annum. The amount of interest payable on June 29, 1992 will be U.S.\$122.72 per U.S.\$100,000 principal amount of Certificates.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank

March 27, 1992



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**FT SURVEYS**

## INTERNATIONAL COMPANIES AND FINANCE

# Salomon blunder fuels trading row

By Patrick Harverson  
in New York

**SALOMON** Brothers, the embattled Wall Street securities house, was yesterday clearing up the mess left by an embarrassing clerical error which swamped the New York Stock Exchange (NYSE) late on Wednesday with hundreds of millions of dollars in computerised sell orders.

The mistake, which could prove costly, created chaos on the exchange floor and knocked 12 points off the Dow Jones Industrial Average in the final two minutes of trading.

The NYSE said it was "reviewing" the trades with the full co-operation of Salomon. The Securities and Exchange Commission, the industry watchdog, said it would also look into the matter.

Although it was not clear whether any disciplinary action would be taken against the firm, the fuss surrounding Salomon's blunder is likely to

intensify the debate over the influence of computer trading on US stock markets.

The error, which traders said was unprecedented in recent memory, was committed when two Salomon clerks mistook a customer's order to sell \$11m of stock as an order to sell 11m shares of stock. Even in these days of big computerised trades, the latter represented a huge sale.

At 3.55pm on Wednesday, two minutes before the close, the incorrect order was sent by Salomon to the stock market via computer, which began selling 11m shares of some of the market's biggest stocks.

The sudden wave of sell orders pushed prices lower as traders on the floor rushed to find matching buyers. The Dow, which at 3.56pm had been up nearly 13 points, finished down 157 points. Experts say the entire loss was attributable to the Salomon trades.

The value of the bungled order was estimated to have been somewhere between \$300m and \$600m, although

Salomon says it spotted the mistake and "halted the order mid-trade".

The error could not have come at a worse time for Salomon, which is still struggling to overcome last year's scandal over its illegal activities in the Treasury bond markets.

The managerial, staffing and procedural changes in the wake of the scandal have created morale problems within the company, most notably in Salomon's equity department, which has seen its role cut back and several senior executives depart for other firms.

One Wall Street insider who knows Salomon well said the computer blunder revealed a worrying lack of supervision at the firm. He was surprised that clerks apparently did not check with a senior supervisor before executing the huge block sale of 11m shares.

If the embarrassment over the blunder were not enough, Salomon now faces the task of sorting out the mess without losing money.

Whether the trading error

ultimately proves costly depends on which direction the stock market moves over the next few days. Salomon sold a lot of stock late on Wednesday. If share prices move higher - the Dow was up slightly at midday yesterday - the firm could lose money when it buys back all the mistakenly-sold stock.

Salomon's blunder is also likely to provide ammunition to critics of computerised block trading, a practice regularly used by big securities firms to execute large stock orders in a hurry.

In the past, computer trading has been blamed for exacerbating price volatility, most notably during the October 1987 crash. Critics have also argued that it undermines investor confidence in the stock market.

They say the ability of dealers to trade large amounts of shares at great speed by computer gives them an unfair advantage over individual investors, who have to trade via specialist market-makers on the exchange floor.

## Investors fear O&Y property knock-on

By Bernard Simon in Toronto

**PROPERTY** investors and analysts are concerned that the financial difficulties of Olympia & York Developments may exacerbate the slump in the North American property market.

The prospect of O&Y buildings being put up for sale as part of its financial restructuring has led Canadian institutions to delay decisions on property investments, according to one Toronto property consultant.

The company's financial problems are expected to encourage existing and new tenants to bargain more aggressively for inducements in O&Y buildings.

O&Y is the largest office landlord in Manhattan and central Toronto. It is also a big

landlord in Calgary and Ottawa.

Property experts say O&Y's problems are likely to most affect Canada, where there are relatively few institutional investors willing or able to buy large chunks of real estate. Also, European and Japanese investors have retreated from the North American market over the past year.

Mr Ross Cowan, analyst at Levesque Beaudin in Toronto, said he expected that O&Y's bank lenders may end up holding buildings for several years to avoid flooding the market.

The slittiness of investors was illustrated on Wednesday, when almost \$2m (US\$1.6m) of bonds in First Canadian Place, O&Y's Toronto flagship building, changed hands at a discount of 22 per cent to face value.

## Varity slides into red on US\$108m charge

By Robert Gibbens

**VARITY**, the international farm and industrial machinery group, suffered a 12 per cent drop in sales last year. After a special US\$108m restructuring charge, it posted a net loss of \$178m, or \$7.87 a share. This compares with a profit of \$94.4m, or \$2.77 a share, in fiscal 1991.

Varity's biggest markets were hit by the recession. Overall sales were \$3.2m for the year ended January 31 1992, against \$3.6m in fiscal 1991. Farm equipment sales were down 19 per cent and diesel engine sales fell 15 per cent.

Vehicle components, accounting for nearly half the business, dipped 7 per cent.

In the final quarter, after the restructuring charge, Varity's loss was \$115.4m, or \$4.80, against net profit of \$19.1m, or 56 cents. Sales were \$899m, against \$969m.

Mr Victor Rice, chairman, said Varity's restructuring was aimed at improving operating performance in fiscal 1993.

"whether or not there is an economic recovery". Worldwide payroll will be cut by 1,300, or 7 per cent, to lower operating costs by \$45m. Varity has reduced manpower by nearly 3,000 already since 1988.

The job cuts will take \$40m of the special charge, while \$68m comprises non-cash writedowns for future asset sales. Over the next 18 months, Varity hopes to raise up to \$175m from asset sales, to be applied to debt.

Varity sees moderate improvement in some sectors this year, and overall operating results should be substantially better.

The Kelsey-Hayes vehicle component subsidiary had operating income of \$106m in fiscal 1992, against \$135m.

Perkins was badly hit by the UK recession and operating loss was \$35m, against \$51m. Demand will continue to be sluggish, but Perkins will benefit from a 10-year engine supply pact with Caterpillar of the US, worth an estimated \$1bn.

## Probe will not hold up Nestlé bid for Perrier

By Andrew Hill in Brussels

**NESTLÉ**, the Swiss food group bidding for Perrier, made clear yesterday it would not be prevented from buying shares in the French mineral water group during the European Commission's four-month investigation into the bid.

The Swiss company expects to launch its FF15.46bn (\$2.76bn) bid officially in the next few days. Technically, the merger will be suspended during the EC's investigation, announced two days ago, but Nestlé is allowed to go ahead with the public offer.

Under EC rules, the group will be unable to exercise the voting rights attached to any Perrier shares it buys, except to "maintain the full value" of its investment.

If the Commission decides the bid is anti-competitive, it can ask Nestlé to unwind the merger. However, it seems more likely that Brussels will try to amend the deal - for example, by asking Nestlé to sell some mineral water brands.

Since new rules came into force in September 1990, the Commission has only once outlawed a merger - the Franco-Italian bid for de Havilland, the Canadian aircraft maker - and has never quashed a public offer.

## Unicorp Energy forced to sell unit

By Robert Gibbens

in Montreal

**UNICORP** Energy, once a key holding of Toronto financier George Mann, has refused to sell its \$320m (US\$208.9m) in loans and preferred stock due to mature on March 31. However, it must sell or merge its most prized asset, Union Energy, one of Ontario's two natural gas distributors.

Unicorp has raised \$440m from six banks to repay a \$120m loan to National Bank of Canada, and repay preferred stock held mainly by the Edger group and the Reichmann family of Toronto.

Under the refinancing terms, Unicorp has a fixed period in which to sell or merge Union Energy.

Unicorp lost \$12m, or 2.80 a share, in 1991 against a loss of \$1.62 a share in 1990. Besides the profitable gas distributor, it owns a troubled portfolio of property, financial services and other energy assets.

Unicorp lost \$12m, or 2.80 a share, in 1991 against a loss of \$1.62 a share in 1990. Besides the profitable gas distributor, it owns a troubled portfolio of property, financial services and other energy assets.

## KHD optimistic in spite of 67% tumble

By Christopher Parkes

in Bonn

**KLOCKNER-HUMBOLDT-DEUTZ**, the German motor and engineering group, yesterday announced a 67 per cent decline in profits for 1991, but declared the year a success.

Progress in the last six months of the year had more than compensated for first-half losses, the company said. There was also a "realistic chance" that it would record a profit in 1992, despite severe market conditions.

Reporting profits of DM10m (\$6m), compared with DM30m, on turnover up 2 per cent to DM4.12bn, KHD said most of the sales growth had come from plant manufacture, its smallest division.

Sales of engines, which account for half the group's business, were down 6 per cent to DM2.2bn. Turnover from farm equipment fell 2 per cent, while plant sales rose 33 per cent to DM849m.

Overall orders fell 10 per cent during the year, and order books at the end of December were 21 per cent lower than 12 months earlier.

Mr Werner Kirchgasse, chief executive, said recently that profits would have to exceed DM100m before shareholders could expect a dividend. The last payout was in 1986.

Peine-Salzgitter, the steel division of Preussag, has forecast falling profits for this year ending September 1992.

Mr Kurt Stähler, chief executive, told the annual meeting that conditions in the steel market were becoming more difficult and price increases were urgently needed.



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The Resolution Trust Corporation (RTC), in its capacity as receiver for City Savings, F.S.B., Somerset, New Jersey, will consider offers to purchase the First and Second Mortgage Loans encumbering The Boca Raton Resort & Club located in Boca Raton, Florida, in their entirety. All proposals shall be for the acquisition of both loans at a minimum price to be determined by the RTC.

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INTERNATIONAL COMPANIES AND CAPITAL MARKETS

## Komatsu to unveil European excavator

By Andrew Baxter

KOMATSU, the world's second biggest construction equipment manufacturer, is about to become the first Japanese producer to develop, design and make a new model outside Japan.

Komatsu UK, based in Birtley, near Newcastle, will unveil its new wheeled excavator later this month at the Bauma construction equipment exhibition in Munich.

The move is a sign of the growing Europeanisation of Japanese construction equipment producers, and of Komatsu's increasing confidence in its wholly-owned UK subsidiary.

The Birtley plant, formerly owned by Caterpillar, began production in 1987.

The launch is also intended to plug a gap in Komatsu's range and enhance its position in the German construction equipment market, where wheeled excavators are an important product.

Like all other European markets, it is in recession of varying depths, but German demand has risen at least 50 per cent since reunification.

Mr Toshitaka Suketomo, Komatsu UK's managing director, said 80 per cent of shipments from Birtley were now being exported to Germany, compared with about 40 per cent before reunification.

However, other markets have declined and the plant's total production has fallen. Shipments to the UK market are running at about half the level seen in busy times, while deliveries to France have virtually halted.

Mr Suketomo said Komatsu UK had slightly adjusted downwards its forecast for 1992 sales, and was now less optimistic than at the beginning of the year. He believes production at Birtley will fall 10 per cent this year, but this would be offset by the launch of the new FW170-S excavator.

Mr Clive Morton, director of personnel and administration, said Komatsu UK was talking to the Department of Trade and Industry about the local content rules.

## South Africa adopts a new stance

Philip Gawith on the Reserve Bank's move into the financial rand market

THE decision this week by the Reserve Bank of South Africa to intervene in the financial rand market should make the country a more attractive investment proposition for foreigners by reducing currency risk.

The decision has been welcomed by users of the market, who say the Reserve Bank's intervention will increase stability. The market has traditionally been very volatile, trading on thin volumes. The bank will intervene by buying or selling financial rands against US dollars.

The financial rand is a fixed pool of investment currency for foreigners, introduced in 1985 at the time of the country's debt standstill, to protect the balance of payments.

The reasoning was that foreign holders of South African equities should be treated on the same terms as those who had loaned money to the country, which had then been blocked by the standstill.

Mr Chris Stals, governor of the Reserve Bank, said inter-

vention should have five main advantages:

- The total supply of financial rand would reduce if, as expected, the bank is a net purchaser;

- The bank's intervention should narrow the discount between the commercial and financial rand;

- The market will enjoy greater stability;

- The application of gold and foreign exchange reserves will provide an additional means for the bank to control domestic liquidity;

- Foreign creditors with claims within the debt standstill net will be able to sell the balances indirectly through authorised dealers in foreign exchange to the Reserve Bank.

Mr Jaap Meijer, deputy governor of the bank, stressed the money market angle behind the decision to enter the market.

He noted that a marked improvement in the country's balance of payments position in the first nine months of 1991 led to an easing of liquidity in the money markets such that

the bank struggled to keep an adequate shortage.

It was useful, he said, to have this additional instrument to regulate liquidity. He said the amounts involved would probably be fairly small compared with the monthly shifts in reserves.

Mr Mike Brown, economist at Frankel Max Pollak, the stockbroker, said he thought the move was designed to increase confidence in the country. "They want to normalise the country's involvement in international capital markets and they don't believe you can do that with a major discount between the commercial and investment currencies."

A large discount raised doubts in investors' minds as to the discount they would have to pay to get money out of the country.

Mr Brown said that although the new policy could dampen equity prices, which traditionally gain from a weak financial rand, it would probably boost investment in gold because a narrowing of the financial rand

discount offered a capital gain.

The volatility of the financial rand is shown by the fact that the discount to the commercial rand widened from 8 per cent at the beginning of December to 33 per cent in mid-February amid rumours of a new tax on foreign investors.

One aspect of the new policy is that it could provide investors with a one-way bet. If the discount widens perceptibly, investors will feel safe to buy financial rands in the expectation that the Reserve Bank will be intervening to support the price.

The Reserve Bank has often said that it would like to abolish the two-tier currency system, thus removing the stigma of an unsound economy. Bank officials believe, however, that there remains too much uncertainty to contemplate abolishing it.

Other determining factors will be the country's balance of payments position and its reserves, as well as whether it obtains IMF support.

## PDVSA advances despite slide in oil price

By Joseph Mann in Caracas

PETROLEOS de Venezuela (PDVSA), Venezuela's national oil company, recorded net earnings of \$1.86bn in 1991, an increase of 45 per cent over the \$1.3bn recorded in 1990, according to official estimates.

Mr Andres Sosa Pietri, president, said the company was able to post strong financial results, even though the average per barrel price of Venezuela's petroleum exports fell by 23 per cent last year to \$15.82.

He said PDVSA compensated for lower oil prices in 1991 by maintaining strict cost controls, and by increasing oil production, refining and exports.

The company's worldwide gross sales were \$22.3bn in 1991, down 3 per cent on the previous year, while operating profits were \$3.68bn, about the same as the previous year.

PDVSA, one of the world's largest petroleum companies, last year produced an average of 2.48m barrels per day of crude oil, condensates and natural gas liquids. This was the highest production level since 1976, when the company began operations.

## Au Printemps surges to FF1.86bn

By William Dawkins in Paris

AU PRINTEMPS, the Paris stores group, unveiled a six-fold increase in profits for last year, boosted by a capital gain on the sale of a stake in the Euromarché and Viniprix supermarket chains.

Group net profits rose to FF1.86bn (\$330m) from FF317m in 1990, on sales up by 6 per cent at FF31.28bn from FF29.38bn. Earnings included a FF1.84bn exceptional gain, against a FF41m one-off gain in the previous year.

Au Printemps received FF2.26bn for the sale of its stakes last June in Euromarché and Viniprix to rival chain Carrefour.

## Bols up 17% and lifts payout

By Ronald van de Krol in Amsterdam

BOLS, the Dutch spirits group which is expanding rapidly into wines and low-alcoholic drinks, announced a 17 per cent increase in 1991 net profit and a 11.5 per cent rise in its annual dividend.

Net profit rose to FF105.4m (\$56.4m) last year from FF90.1m in 1990. Sales were up 11.3 per cent at FF1.33bn, due partly to the first-time consolidation of Ottavio Riccadonna, an Italian producer of vermouth and sparkling wine, and of the French wine house Domaines Michel Bernard.

Operating profit advanced by 14.6 per cent to FF144.3m. The company, which did not make a profit prediction for 1992, said it would raise its 1991 dividend to FF1.36 from FF1.22 the year before.

In 1991, Bols' financial expenses nearly doubled to FF21.1m, mainly reflecting acquisitions in Brazil, France, Italy and Spain.

## Ford's Australian losses deepen to A\$114m as sales fall

By Kevin Brown in Sydney

FORD Australia, a subsidiary of the US motor group, yesterday announced a net loss of A\$114m (US\$77m) for the year to the end of December, compared with a net loss of A\$83m in the previous year.

However, Ford said the net loss fell to A\$61m after deducting the cost of restructuring and charges relating to prior years' operations. On that basis, the loss was A\$22m smaller than in 1990.

Ford said revenue was down 19 per cent to A\$2.3bn. The total Australian market for cars and trucks fell by 17 per cent to 514,566 vehicles, the lowest for 20 years with the exception of 1987.

The group lost overall market leadership during the period to Toyota, the Australian subsidiary of the Japanese motor group, but claims to have recovered its lead in the last six months of the year.

Mr Jac Nasser, president, said the group had improved product quality and productivity and was well prepared for a recovery in the vehicle market when confidence returned to the economy.

But he said long-term recovery for the Australian vehicle industry would depend on government action to boost the economy, including lower interest rates, tax relief and increased export incentives.

He said the urgency of the problem confronting the industry was highlighted by forecasts that imports would take

53 per cent of the market in the first quarter of this year, compared with about 45 per cent in the comparable period of last year.

Mr Nasser said the industry's difficulties were likely to be worsened by recently announced voluntary restrictions on Japanese car exports to the US, which would cause Japanese manufacturers to consider increasing exports to Australia.

Statistics released by the federal government yesterday showed that new car registrations fell by 3.5 per cent in February, compared with the comparable month of last year.

However, the trend figures, which smooth out fluctuations in monthly figures, showed an increase of 2.2 per cent, the strongest rise for more than two years.

● Mitsubishi Motors Australia plans to buy out minority shareholders and delist its shares from the Australian Stock Exchange. Reuter reports from Adelaide.

Mr Mike Quinn, managing director, said the decision was taken because of exchange rules requiring an adequate spread of shareholders and because of illiquidity trading in the shares.

It would pay the shareholders, who own 2.9 per cent of the company, A\$7.75 a share, for a total of A\$1.86m.

At the same time, MMAL reported a fall in net losses to A\$23.7m for 1991 from profits of A\$13.72m. Sales fell to A\$1.23bn from A\$1.29bn.

## Atlas Mining slips into red

By Jose Galang in Manila

ATLAS Consolidated Mining and Development Corporation, a leading Philippine mining company which operates the biggest copper and gold mine in the Far East, yesterday reported a 1991 net loss of 480.8m pesos (\$20.197m), compared with a net profit of 309.9m pesos the year before.

Net revenues amounted to 4.2bn pesos, down 14.3 per cent, as low metal prices and reduced world demand took their toll on the company's performance.

The company, whose shares are traded in Manila and New York, said the 1991 loss could have been higher but for "drastic cost reductions in all areas, combined with a higher level of efficiency in operations".

It said copper prices were not likely to improve significantly in the short term, so it had refocused its strategies.

This announcement appears as a matter of record only.

New Issue

26th March, 1992



## NAKANO CORPORATION

U.S. \$75,000,000

3 1/4 per cent. Guaranteed Notes 1996

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New Issue

26th March, 1992



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## COMPANY NEWS: UK

## Burmah Castrol static at £165m

By Andrew Bolger

BURMAH CASTROL, the lubricants, chemicals and fuels group, yesterday announced virtually unchanged pre-tax profits of £165.5m, compared with £164.5m for the year 1991. Turnover showed a rise from £1.72bn to £2.35bn.

The result, achieved against a background of depressed world markets and adverse currency translation, were above expectations and the shares advanced 41p to 523p.

The dividend is raised by 4 per cent. The market was also relieved that the company had finally disposed of surplus assets from Foseco, the speciality chemicals company which it bought for £260m at the

end of 1990.

Earlier this week Burmah sold Foseco's ceramics, abrasives and diamond products businesses for £44m. The price was well below what Burmah had hoped for at the time of the acquisition, but the group's shares had fallen as low as 464p in December when fears grew that no disposal would be possible in the current market conditions.

The group's core lubricants business made record trading profits and expanded its market share despite depressed world markets.

Mr Lawrence Uquhart, chairman, said he was "pleased, but not smug" about the results. He also detected the "first glimmerings" of a recovery in

consumer demand in the US.

Of group turnover the Foseco companies contributed £520m. Underlying growth was 4 per cent.

The company said that the initial Foseco acquisition costs and increase in overseas profits increased tax by £15.8m to £77.3m, lifting the effective tax rate from 37 per cent to 47 per cent.

Earnings per share fell by 19 per cent to 42.6p (52.9p). A final dividend of 15.5p (14.5p) gives a total for the year of 24p (22p).

Mr Lawrence said he was still confident that Foseco had been bought at a good price, but said his group had underestimated the effect of the recession.

In the event, Foseco had diluted the enlarged group's earnings by about 6.5p per share, about double the degree of dilution he had expected at the time of the acquisition.

Burmah said it had decided to dispose of its 64 per cent interest in Pakistan Petroleum and other downstream companies there after failing to get a better gas price agreement with the Pakistan government, which owns 30 per cent of the company.

Burmah had written down the book value of these assets to costs by an extraordinary provision of £31.4m. The company said it hoped the disposals would raise between £20m-£40m.

See Lex

## APV shares slip 8p as profits fall to £30.8m

By Andrew Bolger

SHARES in APV fell by 8p to 108p yesterday after the food manufacturing equipment maker reported a 23 per cent fall in pre-tax profits to £30.8m in the year to December 31.

Sir Peter Cazalet, chairman, said orders in the second half of 1991 did not repeat the sharp decline experienced in the corresponding period of 1990, so the full-year order intake last year was about 5 per cent higher than in 1990.

However, a bunching of orders towards the year-end meant the group was unlikely to achieve the same level of profit in the first half of this year as it did in 1991, when pre-tax profits were £14.5m.

Overall APV said it entered 1992 with an order book 16 per cent above the level a year earlier, and indications so far were that the overall order intake was broadly in line with that experienced at the same time last year.

Turnover last year grew by 5.8 per cent to £274.4m, while earnings per share were 23 per cent down at 6.9p (9p). An unchanged final dividend of 3.4p is proposed maintaining the total at 5.4p. Gearing rose slightly from 40.4 per cent to 42.1 per cent.

APV makes more than 80 per cent of its sales overseas and said that continuing recession in the UK, US and Australia, along with signs of a slowdown in Germany, had not encouraged investment. While the food and beverage sector was resilient, the prevailing economic environment meant there was a tendency to defer capital expenditure.

Last year APV's return on sales margin fell from 5.8 per cent to 4.7 per cent.

Over the past two years, APV has shed about 1,800 jobs worldwide, and the group said further action would be taken to reduce operating costs where necessary. Restructuring costs of £8.2m were offset by the release of a fair value provision of £5.9m, leading to a net extraordinary charge of £2.3m.

## Slough Estates hit by property market but maintains dividend

By Maggie Urry

THE PROBLEMS of the property market hit 1991 pre-tax profits of Slough Estates, which has a bias to industrial property, down from £28.4m to £28.3m before exceptional costs of £36.7m against £63.8m.

However, the group proposes a maintained final dividend of 7.15p, giving a slightly higher total of 11.55p (11.35p).

Sir Nigel Mobbs, chairman and chief executive, said that though the dividend was not covered by earnings per share of 8p (8.1p) it reflected "our continuing confidence in the future prospects of the group". He expected 1992 earnings to be sufficient to cover a maintained dividend.

Net assets per share, diluted, fell from 375p to 331p. The shares, up 1p yesterday at 177p, stand on a 46.5 per cent discount to the asset value.

Sir Nigel said that 1991 had

proved even more difficult than 1990, which at the time had been the worst property market he could remember.

He said that oversupply of property would "restrict new speculative development for some years ahead" and that banks were reluctant to lend on new schemes. This would hasten the absorption of existing vacant space.

The group's industrial bias and low exposure to central London office properties had helped the portfolio, he said.

Operating income fell from £118m to £108m because of an absence of property trading profits which contributed £11.4m in 1990. Net interest took £27.4m (24.5m). The exceptional costs related to write-downs of trading properties and other provisions.

Net debt fell from £285m to £279m, helped by last April's £138m rights issue, while shareholders funds rose to

£1.1bn (£1.08bn).

## COMMENT

After the horrors of the last two years it should be safe to assume that Slough's asset value will stick at about the 330p level this year. A discount of approaching 50 per cent of approaching 50 per cent of the shares look cheap against the promise of a held dividend gives an attractive implied yield of 8.7 per cent. And the shares have been out of the market in recent months. So why did the shares give up all but a penny of early gains yesterday? The debate is over capitalised interest - expected to add about £40m to profits in 1992 which should reach £80m to £85m - without which the dividend will not be covered. In such a gloomy environment it would be brave to take the less conservative view.

## Write-offs leave CSI £35m in loss

CANNON Street Investments, the mini-conglomerate, ran up a loss of £34.9m pre-tax for 1991 of which £34.5m related to an exceptional charge to cover asset write-downs and restructuring costs.

For 1990, the company returned pre-tax profits of £17.3m.

As forewarned in December the final dividend is omitted leaving shareholders with 3.3p for the year - for 1990 they received 8.8p in total.

Mr Robin Binks, who replaced Mr William Hislop as chief executive, said group borrowings had been reduced by £50m to £45m following flotation of the company's Avon-side building arm as well as the sale of most of its stake in Betacom and the disposal of Stalbridge Kwik Klean Laundry. Gearing is now down to 90 per cent.

The group will now focus on its distribution and building services operations.

Most of the write-downs concerned the hotel properties. Mr Binks did not expect further write-offs would be necessary once sales had been achieved.

He said profitability had been adversely affected by the recession and heavy interest costs due to the high level of financial gearing.

Net interest rose from £8.5m to £11.5m.

## Calor advances 16% to £45m

By Peggy Hollinger

THE COLD winter of 1990 was good news for Calor Group, the bottled gas company, which yesterday unveiled a near-16 per cent increase in pre-tax profits to £45m for 1991.

The result, was struck after exceptional reorganisation costs of £7.2m (£6.5m). Turnover was 10 per cent higher at £362.2m. The increase in sales was partly due to higher gas prices during the year.

Mr Hamish Macpherson, group treasurer, warned that the milder conditions of this winter did not bode well for the group. "From the weather

point of view we are more pessimistic than last year."

A proposed maintained final dividend of 6p makes an unchanged 12p total. Calor had indicated at the interim stage that it planned to build up retained earnings for investment purposes.

Earnings per share rose from 15.5p to 18.1p.

During the year, margins came under pressure as Calor cut prices to maintain its market position. Mr Macpherson said that margins continued to decline, especially given the milder winter this year.

The cold weather early last year had given a "leg up" to

bottled gas, which has been in long-term decline for several years. Gas tonnage overall had increased by 5 per cent.

Forays into central Europe, through the Pam Gas project in conjunction with SHV, Calor's 44 per cent shareholder, had had a "reasonable" start, Mr Macpherson said.

The restructuring programme continued, with 200 jobs cut already in the current year. The final stage was due for completion in 1992, and would result in a "considerable" exceptional cost.

Strong cash flow had helped to cut debt by £20m to £20.1m, with gearing of 11 per cent.

## Restructure behind 40% fall at Bunzl

By Peggy Hollinger

REORGANISATION costs dealt a heavy blow to profits at Bunzl, the paper and packaging group which has been struggling to repair the damage of an acquisitive binge in the 1980s. The pre-tax return fell by 40 per cent to £31.7m, after exceptional items.

The final dividend is cut from 3.3p to 2.2p, for a total of 4p (5.9p), just covered. Earnings per share were hit by a higher tax rate and fell from 7.4p to 4.1p.

Mr Tony Haggood, chief executive, said Bunzl had now unwrapped all of its peripheral or loss-making activities and was ready to make progress with its core businesses.

The cost of reorganising the core businesses resulted in a much higher than expected exceptional charge of £12.9m. This was trimmed back, however, by an exceptional gain of £4.2m on the

sale of a laser instrumentation business, involved in cigarette and filter making.

## COMMENT

Bunzl has a steep hill to climb, although under Tony Haggood it has made encouraging progress. Not least in the decision to make accounting practices on disposals much clearer than in recent years, resulting in the sharp jump in interest payments from £5.4m to £9.3m. The jury is still out, however, on the potential of the remaining businesses, which combine distribution and manufacturing. Forecasts are for £45m, hopefully without exceptional, and a prospective p/e of about 12. The shares are likely to advance in the short term, fuelled by those happy to see a determined management. But in the medium to long term, the current premium of 10 per cent looks unjustified.

See Observer

## Productivity gains help Spear rise 81%

Improved manufacturing productivity and lower interest, down from £251,000 to £271,000, helped JW Spear & Sons, the toys and games maker, to achieve an 81 per cent increase in pre-tax profits, from £1.4m to £2.55m, for 1991.

Mr Michael Butler, managing director, said the 30 per cent rise in turnover to £27.3m (£22.8m) benefited from a considerable increase in sales to continental Europe.

Earnings per share advanced to 33.3p (17.9p) and the proposed final dividend of 8p brings the total to 10p (8p).

## Arnotts moves ahead to £4.22m

Arnotts, the Dublin-based department store operator, reported pre-tax profits up 10 per cent from £2.84m to £3.12m (£2.3m) for the year to January 31. Turnover was £44.1m, against £41.6m.

Earnings per share were 14.1p (12.5p) and the final dividend is raised to 5.25p for a total of 7.5p (7p).

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Current dividend	Corresponding dividend	Total for year	Total last year
Appleyard	5.2	May 14	5.2	7.8	7.8	7.8
APV	3.4p	June 19	3.4	5.4	5.4	5.4
Arnotts	5.25p	June 28	4.75	7.5	7.5	7.5
Beauford	nil	-	4.22	1.85	6.07	6.07
Booker	14.25	July 1	14	21.75	21.75	21.75
Boots	3.5	May 29	3.5	6	6	6
Boustead	0.55	-	1.1	0.7	1.65	1.65
Bunzl	2.2	July 1	3.3	4	5.9	5.9
Burford	0.5	May 8	0.45	0.85	0.85	0.85
Burmah Castrol	15.5p	July 10	14.5	24	24	24
Calor	6	July 1	6	12	12	12
Cannon St Investments	nil	-	5.5	3.3	8.8	8.8
Clarkson (H)	5.25p	-	5.25	8	8	8
CMW S	1.53	May 29	-	2.43	2.43	2.43
Costa Viyella	4	July 1	4	7	7	7
Glenison (M)	3.35	June 28	3.2	6.4	6.4	6.4
Jeyas	3.5	-	3.5	2	2	2
Kalamazoo	0.525	May 15	0.5	1	1	1
Lopez	nil	-	1.1	1.5	1.5	1.5
Morrison (Wm)	1.8p	May 22	1.2	2	2	2
Murray Ventures	3.4	May 22	3.4	10.3	10.3	10.3
MT Holdings S	0.25	May 20	nil	0.6	0.6	0.6
Pittard Garner	1.5	May 14	1.8	1.5	0.25	0.25
Pleasance S	1.5	July 1	1.8	2.5	3.6	3.6
Ricardo Intl	1.9p	May 1	1.9	5.7	5.7	5.7
Sandell S	nil	-	nil	1.7	1.7	1.7
Secure Trust	8.5	June 1	7.5	12	10.5	10.5
Shelf Insulation	3.8	May 12	3.8	5.4	5.4	5.4
Slough Estates	7.15	May 28	7.15	11.55	11.55	11.55
Spear (JW)	8	July 3	8	10	8	8
Thames Valley	7.7	May 29	6.3	10.8	9.2	9.2
Taylor S	nil	-	1.7	0.5	2.7	2.7
Uni Newspapers	13.5	June 15	13.5	21	21	21
Web	7.4p	June 18	6.5	10.5	9.3	9.3
Wellcome	4	July 1	3	10	10	10
Wolgate Risk	10p	May 23	10	16.3	16.3	16.3

Dividends shown pence per share net except where otherwise stated. \*On capital increased by rights and/or acquisition issues. \$USM stock. \*Scrip option. \*Irish currency.

The Swire Group  
Cathay Pacific Airways Limited  
1991 FINAL RESULTS

Audited Consolidated Results. The profit attributable to shareholders for the year ended 31st December 1991 was US\$378 million, as compared with US\$384 million for the previous year. This represents a decrease of 1.5%.

	1991 US\$M	1990 US\$M
Turnover	2,684	2,541
Operating profit	468	464
Net finance charges	30	21
Net operating profit	438	443
Share of profits of associated companies	22	18
Profit before taxation	460	461
Taxation	79	75
Profit after taxation	381	386
Minority interests	3	2
Profit attributable to shareholders	378	384
Dividends	154	154
Retained profit for the year transferred to reserves	224	230
Earnings per share	US\$ 13.2	US\$ 13.4
Dividend per share	US\$ 4.04	US\$ 4.04
Dividend per share interim recommended	5.38	5.38
Available tonne kilometres (million)	5,621	5,429
Shareholders' fund per share:	US\$ 0.52	US\$ 0.44

The United States dollar figures shown are for information only, and are translated from Hong Kong dollars at the rate of exchange of US\$1.00=HK\$7.80 ruling at the balance sheet date.

Results. The year's results have been greatly influenced by the Gulf War and the continuing world-wide recession. The Gulf War caused many would be passengers to cancel their travel plans. The company responded to this by critically reviewing all routes and the aircraft serving them to ensure that capacity was adjusted to meet the new level of demand. Later in the year the Company was able to restore virtually all routes to full service.

Fuel costs increased substantially during the Gulf War but fell back to more normal levels soon after hostilities ceased.

Although passengers started to fly again in greater numbers in the latter part of the year the recession continued and price competition increased as airlines struggled to conserve or improve cash flow.

The profit attributable to shareholders amounted to US\$378 million, 1.5 per cent, lower than 1990's US\$384 million. Operating profit for the year, at US\$468 million, was marginally above the US\$464 million achieved in 1990.

Operations. Cathay Pacific acquired five Boeing 747-400s during the year, including one on an operating lease. One Boeing 747-400, previously acquired on a short-term operating lease, was returned early in the year. At the end of 1991, our fleet totalled 45 aircraft: 24 Boeing 747 passenger aircraft, 3 Boeing 747 freighters and 18 Tristar. Aircraft utilisation during the year averaged 12.6 hours per day for our passenger Boeing 747's, 13.8 hours for the freighters and 5.7 hours for our Tristars, producing a combined average for the whole fleet of 9.8 hours, compared with 10.1 hours last year. Utilisation was lower in 1991 principally due to the reduction in flights as a result of the Gulf War.

Financing. Net borrowings at 31st December 1991 were US\$694 million, compared with US\$571 million a year earlier. Long-term unrealised exchange losses on foreign currency borrowings decreased from US\$396 million at 31st December 1990 to US\$389 million at 31st December 1991.

During the year, the Company raised GBP200 million through a placement of bonds to finance future aircraft purchases.

Final Dividend. The final dividend to be recommended at the Annual General Meeting on 27th May 1992 amounts to HK\$1.5c for the year ended 31st December 1991 which together with the interim dividend of HK\$10.5c per share paid on 4th October 1991, makes a total dividend for the year of HK\$12.0c per share. This represents a total distribution for the year of HK\$1.203 million.

The share register will be closed from 18th May to 22nd May 1992, both dates inclusive, and the dividend will be payable on 3rd June 1992, to shareholders registered on 22nd May 1992.

Prospects. The worldwide economy is forecast by some to be picking up, albeit slowly, but the signs are not very clear. Inflation in Hong Kong is easing although it is still at a very worrying double-digit level. It would be easy to be pessimistic about 1992's results. However, the airline's capacity increase will be much higher than that in 1991, and with a return of Japanese traffic and a strong performance by the economies of most Asian countries, load factors should increase. Whilst we are therefore hopeful of improved revenues, a very major issue will be our ability to control costs. Bearing in mind particularly the high inflation rate in Hong Kong, it will be vital to contain these costs if we are to achieve the results that we want in 1992. We look forward to a more prosperous 1992, albeit with some caution in respect of the progress of the world's major economies.

The Annual Report for 1991 will be sent to shareholders on 1st May 1992.

D A Gledhill  
Chairman  
Hong Kong, 24th March 1992

CATHAY PACIFIC

SLOUGH ESTATES  
1991 PRELIMINARY RESULTS

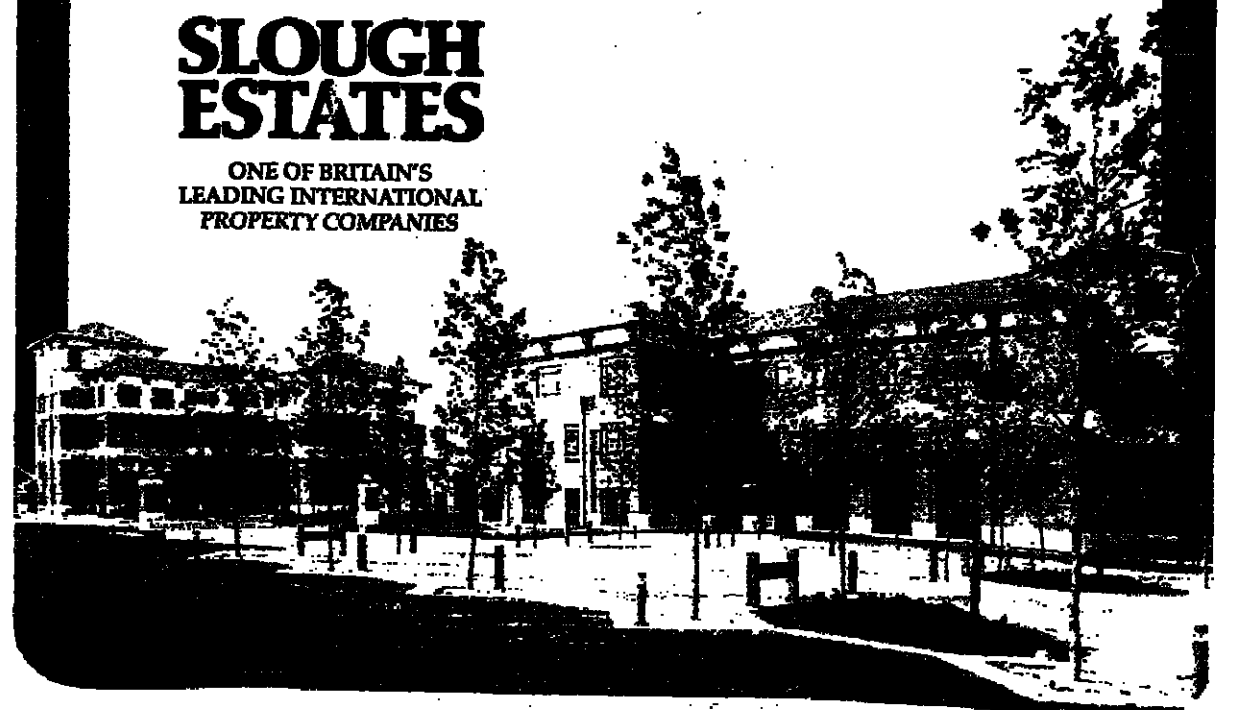
- Pre-tax profit for the year to 31 December 1991 of £31.6m after exceptional provisions of £36.7m.
- Core rental income continued to grow.
- Dividend for year of 11.55p, an increase of 1.8%.
- Value of investment properties decline 2.3% in the UK, 5.3% worldwide.
- 2.9 million sq ft of new and existing space leased during the year.

Sir Nigel Mobbs, Chairman and Chief Executive, reports  
"The Group core rental income continued to grow despite the recession, reflecting a resilient performance and demonstrating the quality of the Group's earnings and good management of its investment portfolio. In 1991 we continued our policies of constraining new development and of consolidating the portfolio. Progress made in leasing new space both in the UK and overseas will enhance income in the years ahead."

	1991	1990
Profit before exceptional items and tax	£68.3m	£86.4m
Profit before tax	£31.6m	£22.6m
Profit attributable to ordinary shareholders	£22.6m	£22.8m
Earnings per share - basic	8.0p	8.1p
Dividends per share	11.55p	11.35p
Net assets per share - basic	339p	381p
- diluted	331p	375p

To obtain a copy of the 1991 Preliminary Announcement and the 1991 Annual Report, to be published in April, please write to the Secretary, Slough Estates plc, 234 Bath Road, Slough SL1 4ER, England.

SLOUGH ESTATES  
ONE OF BRITAIN'S  
LEADING INTERNATIONAL  
PROPERTY COMPANIES



## Chelsea chief buys Cabra stake

By Jane Fuller

MR KEN BATES, chairman of Chelsea Football Club, has bought a 27 per cent stake in Cabra Estates, the club's heavily indebted landlord.

The purchase, for about £3m, from Mr Ashraf Marwan, an Egyptian financier, is Mr Bates' latest line of attack as Chelsea struggles to avoid eviction from Stamford Bridge, its London ground.

Mr Bates is now the largest shareholder in Cabra Estates, with which he has been in dispute for most of the three years since Cabra took over Marlow Estates.

He is understood to have paid between 11p and 12p a share for the stake, valuing Cabra at about £11m, less than half the £22.85m price recently put on Stamford Bridge by an independent valuer.

Cabra also owns Fulham FC's Craven Cottage ground, and a construction company in the Republic of Ireland, but its debts have grown to more than £50m - something of a deterrent to a bid. The shares jumped 2p to 9p yesterday.

The property company reiterated yesterday that it was still determined to force Chelsea to pay the £22.85m for the ground, or evict it. It recently won a High Court order saying that Chelsea should fulfil a contract to pay the sum. This has gone to appeal.

Mr Bates is using his new position as a major shareholder to call for an extraordinary meeting. The agenda will probably include the suggestion that Mr John Duggan be ousted as Cabra's chairman, as well as a question about the future of Stamford Bridge. Mr Duggan said the board would probably meet Mr Bates, who had requested a seat on it.

Mr Marwan said yesterday he had tried to encourage the two sides to find an amicable solution. "But this was difficult, so I decided to sell Mr Bates the shares."

The recorded message on Chelsea's Clubcall telephone line described the purchase of the stake as "the biggest transfer of all". It also got the decimal point in the wrong place over the amount spent, saying it was £29m.

## Utd Newspapers drops to £85m

By Raymond Snoddy

UNITED NEWSPAPERS, the publisher of the Daily Express, Sunday Express, Daily Star and Yorkshire Post, yesterday announced an 11 per cent drop in pre-tax profits to £85.2m in 1991, against £96.7m last time.

Lord Stevens, chairman, said the results illustrated the depth and the extent of the recession and were "not unreasonable in the circumstances".

He added that, although 1992 had started somewhat better than expected in the UK and the US, the outlook in the UK was heavily dependent on the result of next month's general election and its effect on economic recovery.

Turnover slipped to £812.6m (£839.1m) and earnings per share fell to 27.1p (31.7p). Despite the effect of recession on the group, it is holding its final dividend at 13.5p for an unchanged total of 21p. The shares rose 13p to close at 573p.

Lord Stevens said he was particularly encouraged by the way costs had been controlled and by the improved perfor-



Lord Stevens: outlook in the UK dependent on election

mances, despite adverse conditions, from advertising-supported magazines in the US, and from Retail Financial and Express Newspapers in the UK.

Mr Neil Blackley, media analyst at James Capel, the stockbroker, said that the results were a lot better than many people had expected and that

sales averaging about 786,000 in February, had shot up to more than 826,000 in March.

Part of the cost-cutting had come from closing uneconomic titles. The process continued this week when the group announced that Punch would close on April 8 unless a buyer was found.

Mr Graham Wilson, United managing director, said that although there had been numerous expressions of interest no concrete bids for the 150-year-old humour magazine had yet been submitted.

Overall, Mr Wilson said he planned to continue to publish aggressively, to increase market share and to go for growth.

Profits of United's national newspapers actually rose slightly from £23.8m to £24.3m and there was only a 6 per cent drop in regional newspaper profits to £27.1m despite a 31 per cent fall in situations vacant advertising.

Advertising periodicals had profits of £30.1m (£32.1m) but magazines and exhibitions had more sharply from £29.6m to £21.4m.

## Boustead falls into the red in second half

BOUSTEAD, the specialist manufacturing, technical services and distribution company, fell into the red in the second half of 1991.

Full year pre-tax profits fell from £5.21m to £286,000 following interim profits of £1.04m.

Sir Thomas Macpherson, chairman, blamed the difficult economic conditions, particularly in the UK.

At the same time the company announced the sale by Bousteadco Singapore, its 64.5 per cent owned offshoot, of its shipping and hose coupling manufacturing businesses to a Malaysian group. In aggregate the result was an extraordinary gain to Boustead of about £600,000 and a reduction on borrowings of £1.3m which would have cut year end gearing to about 60 per cent.

A breakdown of the pre-tax figure showed lower results in all sectors. The worst outcomes were in manufacturing, which fell from £2.35m to £144,000, and in transmission products distribution with a loss of £716,000 against profits of £27,000.

With earnings of 0.8p (4.2p) a lower final dividend of 0.25p makes a total of 0.7p (1.65p).

An extraordinary charge of £1.64m (£2.63 credit) left the loss for the year at £1.7m, (£4.33m profit).

## Margins squeezed as Wm Morrison rises

By John Thornhill

WM MORRISON Supermarkets, the Bradford-based grocery chain, reported a 25 per cent increase in annual profits as it surged through the current turbulence in the UK food retailing market.

The company recorded one of the strongest sales performances in the sector as it raised sales from same-store space by 7.8 per cent, helping to lift pre-tax profits for the year to February 1 from £50.3m to £62.6m.

However, trading margins suffered as a result of the company's insistence on keeping prices competitive, slipping from 6.3 per cent to 6.1 per cent. Mr Martin Ackroyd, finance director, said: "In this marketplace something has got to give."

Turnover expanded 23 per cent to £1.12bn as the company benefited from four store openings and a strong contribution from subsidiary companies.

Six new stores will open this year taking the total to 59. The company also outlined an ambitious expansion programme for the following year with a further seven stores planned. This will largely be funded by the proceeds of its £98m rights issue last November.

Net interest payable was reduced from £4.87m to £3.78m. Fully diluted earnings per share rose by 23 per cent to 18.49p.

Directors said that in the light of the results they would increase the dividend by more than envisaged at the time of the rights issue.

A final of 1.6p brings the total to 2p (1.55p), an increase of 29 per cent.

The shares responded strongly to the profits increase and a proposed 2-for-1 scrip issue, climbing by 15p to 328p.

### COMMENT

Morrison's gritty no-nonsense approach to food retailing certainly chimes with the mood of the times and was rewarded with a strong gain in profits. Although eye-catching, the slippage in margin resulted from a planned squeeze on prices in order to remain fully competitive and is not in itself a cause for alarm. Indeed, the strategy seems to have worked well as turnover kicked ahead and the company gained impressive improvements in volume sales against a near-static industry average. This year, analysts suggest pre-tax profits may move ahead to £65m putting the shares on a prospective multiple of a shade over 14. The market is saying there is a sound future for the best-run regional grocer in spite of the ever-growing power of the leading groups. The share price is likely to perform resiliently but will be held in check by the adverse sentiment that still prevails towards the sector.

## Redundancy costs push Lopex into red

Lopex, the marketing and communications group, was forced into the red in 1991 after a £1.28m exceptional charge for redundancy costs.

Pre-tax losses came to £368,000, compared with profits of £4.93m last time. Before the exceptional profits would have been £883,000.

Lord Marsh, chairman, blamed the recession and the consequent decline in trading activity for the downturn. He said the austere 1990s had left "many companies dressed in a very tight corset", adding that all of the group's businesses had been adversely affected.

Turnover declined to £206.6m (£242.7m), leaving revenue down at £58.7m (£73.6m). Trading profits were sharply reduced to £2.88m (£6.67m).

However, Lopex has largely eliminated its borrowings: in June 1990 they were £24m.

Losses per share were 4.78p (earnings 9.17p) and shareholders will receive no payment for the year (4p) with the passing of the final dividend (1.1p).

## Tibbett & Britten drives ahead 15% to £13.5m

By Browne Maddox

TIBBETT & BRITTEN Group, the clothing and grocery distribution company, reported a 15 per cent jump in pre-tax profits, from £11.7m to £13.5m as acquisitions and interest received on cash balances helped compensate for tough conditions in clothing.

The rise was achieved on a 16 per cent increase in turnover to £181.2m (£155.6m). The group said that 80 per cent of the new revenue came from organic growth, helped by new contracts with Marks and Spencer and J Sainsbury.

Nevertheless, operating margins fell to 6.9 per cent (7.2 per cent) mainly because of pressure in clothing and textiles, which make up just under half of group revenue. Although overseas and distribution for individual clients performed well, shared-network distribution, about a fifth of the clothing division, became unprofitable as volumes and prices fell.

The retail consolidation division, which handles electrical and non-food goods, saw revenues up by 30 per cent following previous investment in warehousing for the B&Q Retail DIY chain, and a new contract from Digital Equipment Company.

Lowfield Distribution, which handles foodstuffs, saw turnover rise 12 per cent, helped by the acquisition of a further contract from J Sainsbury.

Capital expenditure at £14m was some £6m lower than in previous years, but the company also spent £5m on acquisitions, mainly a regional distribution centre for Marks and Spencer.

However interest receivable still increased to £984,000 (£364,000).

Mr John Harvey, chairman, warned that "1992 will not be an easy year" but added that "tough conditions create change, and change helps us."

Helped by a slight fall in the tax charge, earnings rose by 14 per cent to 25.7p (22.5p). A final dividend of 7.4p marked a 17 per cent rise in the total dividend to 10.8p (9.2p).

## Sheffield Insulations slumps to £1.5m

The severity of the continued decline in construction activity was reflected in the sharp drop in profits for the 1991 year at Sheffield Insulations Group.

Pre-tax profits fell from £5.6m to £1.5m although turnover rose from £127m to £132m with price deflation also placing margins under pressure.

The group supplies insulation products and services for energy conservation.

It has increased its market share through acquisition and new business development but gross margins fell and costs rose mainly as a result of the integration and development of the acquisitions.

Mr Norman Adsett, chairman, said he did not believe that market demand would change significantly in 1992.

Although not fully covered by earnings of 3.7p per share, compared with 15.9p, the dividend total is unchanged at 5.4p with a proposed final of 3.6p.

## Kynoch launches rights to fund two acquisitions

G&G KYNOCH, the medical and scientific products group, yesterday reported preliminary results for the 16 months to end-December, two acquisitions and a £2.6m call on shareholders to fund the purchases.

Profits before tax amounted to £851,000, compared with profits of £703,000 for the year to December 31 1991 and losses of £983,000 for the 12 months to August 31 1990.

The acquisitions are Astec Environmental Systems, a manufacturer of filtration

fume cupboards, and Peteric, a maker of biological safety cabinets and related containment equipment.

The purchases, both in cash, will expand the range of products of Kynoch's medical division and services and provide access to new markets in Europe and the UK.

Maximum consideration for Astec is £1.05m and that of Peteric £414,000.

The rights issue, underwritten by Beeson Gregory, is of 7.9m new ordinary shares at 36p each on a 2-for-3 basis.

## Pillsbury in \$69m venture

By Guy de Jonquieres, Consumer Industries Editor

Pillsbury, the food subsidiary of Grand Metropolitan, is to form a joint venture with Archer Daniels Midland (ADM), the Chicago-based agribusiness group, which will take over Pillsbury's US flour milling business.

ADM will pay Pillsbury \$68.5m (£39.5m) for 50 per cent of the joint venture, ADM/TPC Milling, and will manage its four mills. These will continue to supply flour to Pillsbury for sale to retail and commercial customers.

### CIBA-GEIGY AT A GLANCE

Ciba-Geigy operates worldwide in the areas of pharmaceutical, biological, and chemical specialties. With around 92,000 employees in more than 60 countries, we offer products and services to customers in healthcare, agriculture, and the manufacturing and industrial markets.

With its foundation and an ongoing commitment to innovative R&D, Ciba-Geigy's international research centres in Switzerland, the USA, Japan, the UK, France and Germany, and local research activities in many other countries work on innovative, high added-value products and environmentally-compatible processes to help secure and expand the Company's leading position in its key markets.

Ciba-Geigy's business strategy aims to ensure its long-term future. This means both the constant strengthening of our competitive position in traditional markets and identifying and seizing new growth opportunities. And for the Company to ensure a sustainable future, it is important to balance the needs of employees and society, and, the environment.

### 1991 FINANCIAL PERFORMANCE (IN SWISS FRANCS)

	1991	1990
Group Sales	21,077m	19,703m
Group Profit After Tax	1,280m	1,033m
Earnings per Share/Participation Certificate	230	186
Cashflow	2,481m	2,120m
R&D Expenditure	2,185m	2,051m
Capital Expenditure	1,957m	2,058m

# Ambitious Goals Achieved

CIBA-GEIGY

Ciba-Geigy's ambitious goals were realised; a strengthened international market presence, higher productivity, a more dynamic organisation, and new, innovative products.

**Profit growth** A significant increase in operating profit despite difficult external conditions. Healthcare profits increased by 30 per cent, agricultural businesses by 15 per cent, and industrial Divisions by 44 per cent.

**Focused market expansion** Highest sales growth in the agricultural sector with Plant Protection remaining No.1 worldwide.

In healthcare, R&D innovations mean a considerable number of new medicines and the Pharmaceutical Specialties Division retains a leading position.

**Enhanced productivity** Intensive efforts to improve output included controlled personnel costs and productivity initiatives.

**A more dynamic organisation** New, decentralised organisation with 14 autonomous Divisions - greater customer focus, cost consciousness and a climate encouraging individual initiative.

**Accelerated product supply** Continued high R&D spend focuses on product supply and accelerating product development times, while ensuring high quality standards are maintained.

**Looking ahead** Biological businesses to further expand and have priority for resource allocation.



Please send me a copy of the 1991 Ciba-Geigy Annual Report (please tick the box):

☐ English ☐ German ☐ French  
☐ Japanese (summary only)

Name \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address \_\_\_\_\_

Please return to: Kai Romo, International Communications KM2 2, Ciba-Geigy Limited, CH-4002, Basle, Switzerland

**HEALTHCARE**  
Pharmaceutical Specialties  
Self-Medication  
Diagnostics  
Ciba Vision

**AGRICULTURE**  
Plant Protection  
Animal Health  
Seeds

**INDUSTRY**  
Textile Dyes  
Chemicals  
Additives

**Pigments**  
Polymers  
Composites  
Metall-Tec





## AECI Limited

(Reg. No. 046559000)

(Incorporated in the Republic of South Africa)

### Notice to Preference Shareholders Dividend No 108

Notice is hereby given that on 5 March 1992 the Directors of AECI Limited declared a dividend at the rate of 5.5 per cent per annum for the six months ending 15 June 1992 payable on that date to holders of preference shares registered in the books of the Company at the close of business on 16 April 1992.

The dividend is declared in United Kingdom currency and cheques in payment will be posted from the office of the transfer secretaries in South Africa and the United Kingdom on 12 June 1992.

Dividends payable from Johannesburg will be paid in South African currency at the rate of exchange ruling on 11 May 1992.

In respect of shareholders whose addresses in the share register are outside the Republic of South Africa, the dividend is subject to the deduction of non-resident shareholders' tax in terms of South African law.

Dividends payable from the United Kingdom office will be subject to such tax deductions as are prescribed by United Kingdom legislation unless a certificate exempting the shareholder concerned from such tax deduction is received before the closing of the registers.

Any change of address or dividend instruction must be received before the closing of the registers.

The transfer books and registers of members in Johannesburg and the United Kingdom will be closed from 17 April 1992 to 1 May 1992, both days inclusive.

Carlton Centre  
Johannesburg

27 March 1992

#### Transfer secretaries:

Consolidated Share Registrars Limited  
40 Commissioner Street, Johannesburg, and

Barclays Registrars Limited  
Bourne House  
34 Beckenham Road  
Beckenham  
Kent BR3 4TU  
England

By order of the Board  
M J F POTGIETER  
Secretary

TAKE A  
DAY OFF  
FROM  
BUSINESS  
PROBLEMS.  
SPEND  
A DAY  
LEARNING  
ABOUT  
BUSINESS  
SOLUTIONS.

If the Information Technology industry stands for one thing, it stands for solutions.

New answers to new challenges. New opportunities. New efficiencies. New capabilities.

Which is why forward-thinking companies turn to the IT industry as a way of looking over the horizon. To anticipate tomorrow's business needs. To take a bearing on the future. To stay ahead.

And there's no more productive way of doing this than by coming to The Which Computer? Show in April. A show geared to *total business solutions*.

Its most visible features include five *Application Centres* dedicated to all key business sectors. Supporting these will be *Application Trails*.

Significant IT advances will be represented in four *Innovation Centres*.

And MacWorld Expo, the show for business and corporate Macintosh users will be incorporated into The 1992 Show as a Centre.

It's a more focused, more effective show. And one where every minute of your time will be well spent.

And by visiting Communications 92 at the NEC on the same dates, you can make even better use of your time.

So call now for your complimentary ticket and book a day off in your diary for The 1992 Which Computer? Show.

It could be the solution to all your business problems.

**WHICH COMPUTER?**  
SHOW  
NATIONAL EXHIBITION CENTRE, BIRMINGHAM, U.K.

### BARCLAYS DIVERSIFIED EQUITY FUND, SICAV

Registered Office: Luxembourg, 14, rue Aldringen  
R.C. Luxembourg Section B 13681  
**DIVIDEND ANNOUNCEMENT**

On 23.03.92, the Board of Directors has announced to pay a dividend to shareholders of the following sub-funds:  
- a dividend of 0.160 XEU per share for EUROPE sub-fund  
- a dividend of 0.202 USD per share for PACIFIC RIM sub-fund  
- a dividend of 0.709 GBP per share for UNITED KINGDOM sub-fund  
- a dividend of 0.444 USD per share for UNITED STATES sub-fund  
- a dividend of 36.981 ESP per share for ESPANA sub-fund  
to shares subscribed and in circulation on 23.03.92, ex-dividend date 24.03.92, payable on or after 27.03.92  
The Board of Directors

### THE SCOTTISH LIFE ASSURANCE COMPANY

Notice is hereby given that the 17th Annual General Meeting of the Company will be held at 12 North St. David Street, Edinburgh on Tuesday 21st April 1992 at 12.30pm.

A member entitled to attend and vote at the meeting may appoint a proxy to attend and vote in his stead. The proxy need not be a member of the Company. There are no contracts of service between the Company and any Director.

G M Murray  
Chief General Manager  
A copy of the Annual Report and Accounts will be sent to any policyholder on request or may be obtained from any office of the Company.

## COMPANY NEWS: UK

# Acquisitions help Weir to £34m

By Peter Martin

WEIR Group, the Glasgow-based engineer, yesterday displayed cautious optimism while reporting a 28 per cent rise in pre-tax profits for 1991 and a 14 per cent rise in the final dividend.

"Our order book is good, demand is holding up, and we have a strong financial position," said Lord Weir, chairman.

He added that, despite a difficult economic background, he was "fairly optimistic that we can continue the momentum of the last few years."

Profits for the 52 weeks to December 27 rose from £27.2m to £34.2m on turnover up 33 per cent to £434.1m (£318.9m).

Earnings per share rose 11 per cent to 32.1p (28.8p) and the final dividend of 7.4p (6.5p) makes a 10.5p (9.3p) total.

Mr Ron Garrick, managing director, said half the rise in turnover came from acquisitions - including the half-year benefit of purchases made in 1990. The other half came from growth in the company's basic business.

New orders in 1991 rose 38 per cent to £474m, divided



Ron Garrick (left) with chairman Lord Weir

evenly between the company's five main markets - the oil industry, marine, water supply and sewage, general industrial and power generation.

The biggest single order was a contract for a desalination plant in Dubai, worth £23m in revenues to Weir Group com-

panies. profits were flat at £12.5m.

#### COMMENT

The company's decision, born of desperation in the last recession, to move towards more specialised, "difficult" technologies has paid off in two ways. Despite a slight dip in margins, Weir has remained immune, so far, from the worst of the industry's price pressures. And the niches it chose - including gas turbine power generation, the oil industry and water treatment - have all continued to grow briskly. The company is confident that it can keep a cost advantage over German rivals at DM2.95 to the pound, and the steady flow of small acquisitions is likely to continue. Worries include the possibility that continental competitors will slash prices to keep order books full if the German slowdown worsens. The share price has outperformed the sector by 195 per cent in the last five years and 9 per cent in the past month. With £40m profits likely in 1992, the stock is fairly priced on a prospective p/e of 14, above the sector average but not out of line with the market as a whole.

## Pittard Garnar progress continues with £2.1m

PITTARD GARNAR, the leather company, continued its progress in the second half and reported pre-tax profits of £2.1m for the year to December 31.

This compared with losses of £5.75m last time and with profits of £1.04m at the interim stage.

Mr David Macdonald, chairman, said the advance had been achieved in a worsening market, and against this background the outcome could be regarded as reasonably creditable.

Turnover declined by 23 per cent, from £128.3m to £98m. The reduction in sales volumes reflected poor retail demand in the US and UK, coupled with the imposition by the company of tight credit controls.

Sales in the gloving division were maintained throughout the year, though margins were

somewhat lower, he said. The clothing and chemicals division had another extremely difficult year.

By contrast, the shoe and leather goods side showed a modest improvement.

After continuing losses at the Odell Wilson & Tilt tannery, the company decided to withdraw from this business, and £1.5m of this year's extraordinary charge of £1.8m represented a provision for the costs of this withdrawal.

However, Mr Macdonald added, borrowings had been reduced to £17.4m at the year end, cutting gearing by 12 percentage points to 55 per cent. The net interest charge fell from £4.79m to £2.2m.

Earnings per share came out at 6.4p (26.3p losses) and the company is returning to the dividend list with a proposed 1.5p final.

## US offshoot wipes out profits at Kalamazoo

By Paul Chesswright, Midlands Correspondent

KALAMAZOO, the computer services and printed systems group, saw half yearly pre-tax profits wiped out by losses at a US subsidiary, which has been sold.

But the company earned enough at the attributable level to pay shareholders a slightly increased interim dividend.

The group incurred a loss of £218,000 in the six months to January 31, against profits of £1.03m last time. But if discontinued activities are stripped out of the overall figures, there was a pre-tax profit of £390,000, slightly down on the £539,000 of the comparable period.

In January, the group disposed of Great American Software which, in the previous six months, incurred a pre-tax loss

of £1.07m. The disposal resulted in an extraordinary gain of £720,000 which both covered the net loss for the half year and led to attributable profits of £224,000. From this £200,000 is being taken to fund an interim dividend of 0.525p (0.5p).

Mr Peter Hartop, chairman, noted that with the exception of a New Zealand company, which is for sale, the disposal of Great American Software signified the final unravelling of an unsuccessful diversification programme undertaken by previous management.

Henceforth, Kalamazoo would expand in Europe but only in its core business areas.

The group will next announce figures for the eight months to end-March 1992; it is changing its year end from July 31 to March 31.

## Debt trading lifts Morgan Grenfell to £56m

By Richard Waters

A MOVE into trading the debt of lesser-developed countries helped pre-tax profits at Morgan Grenfell, the London-based merchant bank owned by Deutsche Bank, advance by 21 per cent last year to £56.5m.

This reversed the bank's profits decline in 1990, leaving it with a return on capital of about 15 per cent after transfers to general provisions.

The figure was struck before taking account of Morgan Grenfell's compensation payment to Argyl, the supermarket group, arising out of its role in advising Guinness during the battle for control of Distillers in 1986.

The payment, believed to be £5m, was treated as an exceptional charge.

Morgan's improvement last year was due to a strong performance from its banking division, with all three areas - treasury, asset trading and project finance - performing well, said Mr Michael Dobson, group chief executive.

The bank moved into debt trading only at the tail end of 1990, and 1991 represented the first full year's contribution from this activity.

Last year it traded more than \$22bn worth of debt, making it the fourth most active in the world, the bank said.

The bank's treasury division is also believed to have performed strongly.

Morgan said it had made only small specific provisions to cover bad debts during the year, although it refused to disclose the size.

It expanded the size of its loan book to take advantage of better lending margins, said Mr Dobson.

By contrast, Morgan's traditional corporate finance business remained in the doldrums, while fund management advanced on the back of stronger markets.

## Silent Tiny faces erosion of small holder support

By Roland Rudd

ALMOST TWO hours into Lorrho's annual meeting, a small shareholder demanded that Mr Roland "Tiny" Rowland open his mouth for the first time.

"Could Mr Rowland please stand up and tell us who are the other six other directors on the board who could also do the deals, in order to dispel the tycoon factor," he asked.

As Mr Rowland sat impassively, Mr René Leclézio, chairman, replied: "Mr Rowland does not talk, he acts."

While the answer received polite applause, it did little to calm the mood of agitated shareholders demanding to know why the price of their shares had collapsed.

Mr Rowland still had his supporters however.

One shareholder described him as

"the jewel in Lorrho's crown" and urged her fellow shareholders to "trust Tiny".

Yet support from many of Lorrho's small shareholders was never really in doubt.

What yesterday's annual meeting suggested was that about half of Mr Rowland's once loyal band of small shareholders are no longer willing to simply "trust" their chief executive.

At the beginning of the meeting, a half-hour film was shown about Lorrho's "great successes" in Africa. The film concluded that on Lorrho's estates it had been a year worth celebrating. However, a significant number of shareholders yesterday made it clear that there was not much to celebrate in London.

As one shareholder put it: "What a difference a year makes." He pointed out that Mr Rowland, in the 1990 Lon-

rho annual report, said the international trading group had a sound financial base.

A year later many of the British companies were making a loss.

"Are the Lorrho directors spending too much time on litigation instead of keeping their eye on their own ball?" asked the shareholder.

Another demanded to know why Lorrho's share price had been decimated. "After all," he added, "the City is not an ass, there must be an answer."

Mr Leclézio explained that all UK companies were having a difficult time; profits from Africa were not too high and the remittance of Lorrho's African profits was proving easier than in the past.

Another shareholder wanted to know whether the board would consider the appointment of independent non-executive shareholders.

Mr Leclézio said the group was not against the appointment of non-executive directors, but they would have to be the "right ones" who would "fit into the company".

In response to the mood of the AGM, Lorrho's shares, after originally rising on news of the sale of 33 per cent of Metropole Hotels to the Libyan Arab Foreign Investment company for £177m, declined by 8p to close the day at 95p.

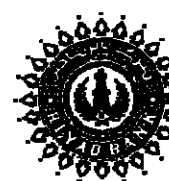
At the end of the meeting, nearly all the shareholders present voted in favour of accepting the report and accounts.

But Mr Rowland was served notice by many of his shareholders, that if he wants to remain silent at next year's meeting, Lorrho will need an outstanding second half to give them better news when the year-end results are published in January 1993.

This announcement appears as a matter of record only. All of these securities have been sold.

### Share Offering

8,000,000 Shares



**RIYAD BANK**  
Saudi Joint Stock Company

Common Stock at SR 475 each (US\$ 126.67)

**RIYAD BANK**  
Head Office - Riyadh  
January 1992

إلى من يشاء

# THE WORLD IS FLAT?

**MANY GREAT MEN BELIEVED IT...**



**"Continuing efforts to reduce operating costs and working capital will place the Group in a strong position to benefit from an upturn in the world economy."**

## FINANCIAL HIGHLIGHTS

For the year ended 31 December	1991	1990
Turnover	£874.4m	£928.1m
Return on sales before exceptional items	4.7%	5.8%
Profit before tax	£30.8m	£40.2m
Earnings per ordinary share	6.9p	9.0p
Dividends per ordinary share	5.4p	5.4p
Shareholders' funds	£138.1m	£138.1m

## THE YEAR IN BRIEF

- Reduced operating costs and improved control over working capital limit profit decline in competitive environment.
- Financially strong with gearing at 42% and interest cover at five times.
- Maintained final dividend of 5.4p per ordinary share.
- 5% higher order intake in 1991 than in 1990 despite unfavourable economic conditions.
- Order book at the start of 1992 15% above the comparable 1991 level.
- Over £30m invested in the dry foods facility at Peterborough

Copies of the Report and Accounts will be available after 27 April 1992 from APV plc, 1 Lygon Place, London SW1W 0JF.



The world's food engineers.

## Tight capital. Shrinking resources. Growing competition. What a great business climate.

Don't misunderstand us. We're no happier about the economic environment than the next company. But at Honeywell, this decade is opening up unique opportunities that position us for continued growth all the way to the year 2000.

use of them, creating less waste. More profit.

In turn, less energy and materials waste means customers can more easily (read less expensively) meet increasingly stringent environmental laws.

There are other benefits as

90 countries on six continents. It's this broad-ranging geographic and market presence that inherently adds to our ability to weather economic cycles. And positions us to take advantage of all developing markets, like those of Eastern Europe.



Honeywell's business is controls. Sophisticated ones. Controls that perform thousands of jobs that are too fast, precise, remote, boring, labour-intensive or dangerous for people to do.

And that, it turns out, also helps our customers cope in a tough economy. By making the most of what they have in capital, resources and personnel.

So as energy prices increase, our customers can keep their costs under control. Sometimes they're even reduced. And as raw materials become more valuable, our controls help factories and plants make more efficient

well. Like how our controls keep people safer and make them more efficient and comfortable.

Where has all this taken us so far?

To the enviable market position as the global controls leader.

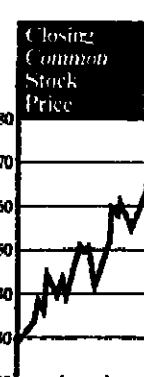
Honeywell controls are in 60 million American homes and 40 million in Europe. Our avionics equipment is on virtually every aircraft in the western world. And we have the largest installed base of distributed industrial process control in the world.

One thing more. We supply and service control systems for homes, buildings, industry and aviation in

That's one reason our stock\* price has gained value steadily every year since 1989. (Not coincidentally, that's when we refocused our efforts on the controls business.) See for yourself on the graph.

Better yet, write to us for complete information today.

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**Honeywell**

Helping You Control Your World

\* Share prices are as well as on the day. Past performance is no guide to future performance.

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## COMPANY NEWS: UK

## Booker turns in marginal advance to £103.9m

By Maggie Urry

BOOKER, the food group which spans breeding to distribution, barely increased profits in 1991 and saw earnings per share drop 13.4 per cent as the recession and dilution from the acquisition of Fitch Lovell in 1990 had their effect.

Pre-tax profits were £103.9m (£102.8m) and earnings were 36.3p (41.9p).

However, Mr Jonathan Taylor, chief executive, said the year had seen the group become sharper and more focused and debt had been reduced. Booker is increasing its final dividend to 14.25p (14p) to give a total of 21.75p (21.25p).

Group sales were 12.4 per cent higher at £2.25bn and operating profits rose 2.6 per cent to £122.8m. Higher interest charges of £13.9m (£16.8m) reflected the extra debt from the Fitch purchase.

The tax rate rose to 23.5 per cent (22.1 per cent). Extraordinary gains of £2m (£28.7m) were mainly profits less losses on disposals and closures.

Pre-tax profits from food dis-



Jonathan Taylor: group is sharper and more focused

tribution were 17.5 per cent higher at £57.8m, on sales 12.1 per cent ahead at £2.61bn, helped by Fitch.

Bad debt provisions had trebled to £4.5m.

Agriculture profits fell 10 per cent to £21.8m but the fish and prepared foods side grew from £6.5m to £17.1m.

Profits from health products fell from £7.5m to £6.8m, while

other activities lost £2.8m (profit £3.7m) mainly because it includes a £9m increase in the central interest charge.

Disposals raised £84.7m and a further £20m is expected from the sale of P Leiner, the US health products business. Net debt was cut from £199.3m to £138.2m, gearing of 76 per cent.

## COMMENT

There is no denying that Booker is a much tighter company than it was 10 years ago when its divisional list included shipping, engineering and rum. And what it has left ought to provide good growth opportunities. But Booker has often promised more than it has delivered, and niggling problems, like turkeys, salmon and minshrooms, keep appearing. Profit forecasts for the current year are about where they started last year before repeated downgradings. On a forecast of £115m the prospective p/e is under 11 and the yield with a maintained dividend is 6.7 per cent. The rating is cautious.

## Appleyard tumbles to £1.81m

By Peggy Hollinger

APPLEYARD GROUP, the motor distributor, dipped into reserves to pay a maintained and uncovered dividend despite a 70 per cent tumble to £1.81m in pre-tax profits for 1991.

Mr Paul Chambers, finance director, said the group had held the 5.2p final - which maintains the total at 7.8p - in light of the "medium term prospects for the industry and the company... Everything is in good shape, the only thing we are lacking is volume."

However, trading continued to be difficult with any benefits from changes in car tax still some way off. "People are

waiting until the election is out of the way," he said.

The group suffered an unusually severe second half, recording profits of just £394,000 in the second six months. Ian Skelly, the Audi/VW dealer purchased in 1989, had suffered supply problems, and sharply lower sales. Skelly broke even in the year, said Mr Chambers.

Group turnover fell 18 per cent to £390m. A net exceptional gain of £1.1m eased the decline in operating profits which fell from £11.4m to £5.8m.

Mr Chambers said the group had taken action to cut costs and had managed to maintain car margins.

Sales of new cars had fallen

by about 21 per cent and of used cars by 12 per cent. Commercial vehicle sales declined by 30 per cent.

Appleyard sold its remaining two Ford franchises for £2m, a book loss of £300,000. The remaining 41 dealerships were all in good shape, he said.

The group had also taken its first steps towards multi-franchising by moving one of its new Nissan dealerships to a Skelly site. This would help to recover some of the fixed costs of the large site, despite the downturn in sales.

Net debt was reduced from £16m to £14m, although gearing remained unchanged at 46 per cent.

Earnings per share fell from 8.7p to 2.5p.

## Beauford drops £2m into the red

Beauford, a designer and manufacturer of materials handling equipment and machine tools, saw a sharp downturn in its fortunes in 1991 with pre-tax profits of £4.54m being turned into a £2.1m loss.

Sir Trevor Holdsworth, chairman, said that recessionary trading conditions experienced in the first half of 1991 deepened for the remainder of the year, adversely affecting every part of the engineering and ceramics businesses.

While there were no signs that the overall market conditions were changing for the better, Sir Trevor said that the company had seen some improvement in the order intake.

Turnover was 18 per cent down at £50.7m (£61.5m); an operating profit of £1.53m compared with £6.55m in the previous year.

Losses per share were 24.2p, against earnings of 17.1p. The final dividend is passed making 1.85p for the year - the 1990 total was 6.07p.

Lower oil prices hit Monument Oil

Monument Oil and Gas, the independent UK oil and gas exploration company, announced a drop in net profits to £8.5m for the year to December 31 against £8.8m in 1990. Earnings per share slipped from 1.50p to 0.99p.

Lower oil prices had affected the result, which at the pre-tax level fell to £6.24m (£8.2m).

Mr Tony Craven-Walker, chief executive, said that the company had enjoyed considerable exploration success, increasing oil reserves last year by 50 per cent to some 120m barrels.

The company said it would continue its policy of not paying a dividend in order to conserve capital to invest in its substantial oil and gas fields.

Turnover was £36.6m (£34.4m).

Exceptionals and interest hit Plasmec

Exceptional costs and higher interest charges resulted in reduced profits at Plasmec, the USM-quoted telecommunications and switching products group, in 1991.

Although operating profits improved to £541,418 (£554,978), exceptional charges of £146,490, a stock write-down, bad debts and redundancies, and interest payable of £316,108 (£264,678) left the pre-tax line 43 per cent lower at £179,822 (£317,575).

Turnover rose some 7 per cent to £12.1m. Earnings were halved to 2.5p, and a final dividend of 1.5p

around the Midlands.

The total dividend is maintained at 6p with a proposed final of 3.5p. Earnings per share were 6.4p against 24.5p.

Seaford Resources achieves £136,000

Seaford Resources, the oil and gas exploration company which obtained a USM quote in December, reported net profits of £136,000 for the 15 months to December 31.

For the year to September 30 1990 there were losses of £3,000. Earnings per share amounted to 0.5p (0.1p losses).

The company said that the exploration portfolio was enhanced by the addition of interests in five UK 12th round licences plus acreage offshore in Australia and Tunisia.

In August the acquisition of a 5 per cent stake in the Victor gas field was completed and the group's share of production provided cash flow and tax shelter for its activities.

Turnover was £5.41m (£1,000) and the pre-tax result £256,000 (£38,000).

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Turnover rose some 7 per cent to £12.1m. Earnings were halved to 2.5p, and a final dividend of 1.5p

makes 2.5p (3.6p).

Wolstenholme Rink hit by bad debts

Bad debts in its printing industry supply side left pre-tax profits at Wolstenholme Rink 17 per cent lower at £3.32m, against £3.91m.

The bad debt charge

increased from £256,000 to £247,000.

Turnover for 1991 increased to £53.4m (£42.5m) mainly resulting from the acquisition of PS&B in November 1990. The Lancashire-based company, which also makes metal powders, said that the economic climate was making business difficult but it expected to make progress this year.

Earnings per share were 20.5p (30.4p) but a maintained final dividend of 10p is proposed for an unchanged total of 16.3p.

Gearing increased from 43 per cent to 50 per cent at the year end resulting from the purchase of PCO towards the end of the year.

Resilient Gleeson steady at £5m

MJ Gleeson Group, the Surrey-based housebuilding, construction and property company, staged a resilient performance amid difficult trading conditions in the six months to December 31.

Pre-tax profits amounted to £5.03m (£5.05m). Turnover, as anticipated, dipped 16 per cent to £37.6m (£104m).

Rental income improved to £1.95m (£1.85m).

Earnings per share edged ahead to 32.44p (32.28p); the interim dividend goes up from 3.12p to 3.35p.

Futura requests share suspension

Directors of Futura Holdings yesterday requested a temporary suspension of dealings in the footwear company's shares pending clarification of the financial position.

This followed the recent fall in the share price, which closed at 34p on Wednesday and was suspended at 15p yesterday.

The company incurred a pre-tax loss of £801,000 for 1990 and a further deficit of £940,000 in the first half of 1991.

NOTICE TO NOTEHOLDERS  
MITSUBISHI REAL ESTATE  
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Mitsubishi Real Estate Co. Ltd. (formerly Mitsui Real Estate Development Co. Ltd.) and its subsidiaries have agreed that the Notes will bear interest at a floating rate in respect of the period from 27th December, 1990 to the Interest Payment Date falling in March, 1993 and at the fixed rate of 7.50 per cent per annum in respect of the period from the Interest Payment Date falling in March, 1993 to 27th March, 1994. The first payment of fixed rate interest in respect of the period from and including the Interest Payment Date falling in March, 1993 to but excluding 27th March, 1994 and shall amount to ¥706,056 per note.

The Mitsui Trust and Banking Company Limited, London Branch at Fleet Agents 27 March 1992

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## Acquisitions help boost Jeyes to over £4m

By Peter Pearce

HELPED BY acquisitions, Jeyes Group, the Norfolk-based manufacturer of cleaning and hygiene products, lifted pre-tax profits by 17 per cent, from £3.56m to £4.18m, in the 12 months to December 28 1991.

At the same time, the group announced the acquisition of the Quickies and All Fresh brands from SmithKline Beecham, the international pharmaceuticals company.

Both are brands of moist wipes, one of Jeyes' core product categories.

The consideration is a minimum £1.5m cash, together with £100,000 for the manufacturing equipment and stock. Of the purchase price, £250,000 is deferred until January 1993 and further consideration of up to £200,000 will become payable dependent on sales performance.

In 1991 Jeyes' UK consumer business achieved an 11 per cent growth rate in sales "despite difficult market conditions".

There was, however, a 6 per cent increase in exports, with the launch into Japan of the Middle East contributing to the growth in the division.

Group turnover and operating profits both improved 19 per cent - to £61.8m (£51.2m) and £4.93m (£4.14m) respectively.

Crown Products, which makes cleaning and hygiene products for the industrial market, was acquired in February 1991, and Sweden-based Rufus Forpackings, which makes impregnated wipes, was bought in November.

Net interest took more to £745,000 (£579,000).

The directors recommended raising the final dividend to 3.9p (3.2p) for a total of 6.4 (5.4p), payable from earnings of 18.6p (16.3p) per share.

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## COMMODITIES AND AGRICULTURE

## MIM to build zinc smelter in Japan

By Kevin Brown in Sydney

MIM, THE Australian mining and metals group, yesterday said it had completed a joint venture deal to build a \$500m (221m) zinc and lead smelter in Japan with three of its biggest Japanese customers.

MIM said it would own 30 per cent of the smelter, to be built at Hachinohe, in the Aomori prefecture. Nippon Mining will own 45 per cent, Mitsui Mining and Smelting 15 per cent and Mitsubishi Materials 3 per cent.

The smelter is MIM's first large investment in East Asia, where it forecasts long-term growth for zinc products. The plant will be operated by Hachinohe Smelting, which is part-owned by Nippon and Mitsui.

Mr Norm Russell, MIM managing director, said the joint venture would strengthen the group's relationship with the three Japanese companies, which are significant purchasers of zinc concentrate from its Australian mines.

"Japan is the region's biggest single zinc market, and other markets can be supplied conveniently from there. Increasing demand for differentiated zinc products can be met effectively met from a plant located close to the customers," Mr Russell said.

The Hachinohe plant will have an annual production capacity of 120,000 tonnes of zinc and 60,000 tonnes of lead. It will smelt metal for the joint venture partners in proportion to their shareholdings.

The plant will use the energy-efficient Imperial Smelting Process, which is capable of treating most feedstocks, including low-grade and bulk concentrates and recycled material. Hachinohe Smelting, which operates a similar smelter on the same site, is regarded as a highly efficient producer.

MIM has been discussing the

smelter project with the Japanese companies for some time as part of its strategy of focusing on the major zinc consuming regions of North America, Europe and East Asia.

Asian demand for zinc has been sluggish in the last year as a result of recessions in the region's export markets in North America and Europe. However, the joint venture partners said they were confident that demand would recover in the medium to long term in response to growth in eastern Europe, the former Soviet Union and China.

They said there were also signs that a shortage of smelting capacity was emerging as production from new mines increased. The smelter is expected to begin production in late 1994.

MIM has significant interests in the downstream zinc business in Europe through shareholdings in a number of German companies, including

Duisburg, a zinc smelter, and Huttenwerk Tempelhof Verwaltungen, a zinc alloy producer. It also owns 22.5 per cent of Cominco, the Canadian producer, which accounts for 10 per cent of world zinc production, including the huge Red Dog mine in Alaska and the world's largest zinc refinery in British Columbia.

In Australia, MIM produces copper, lead, silver and zinc from its Mount Isa and Hilton mines in Queensland. It also operates several coal mines, and has a major interest in the Porgera gold mine in Papua New Guinea.

MIM blamed low prices and coal production problems for a 76 per cent fall in interim net operating profits to A\$10m in the six months to December.

The group says it is on target to achieve a reduction of A\$100m a year in operating costs at Mount Isa, where the workforce has been reduced by 700 to 4,350 over the past year.

## Jewellers use 2% more gold

By Kenneth Gooding, Mining Correspondent

GOLD JEWELLERY demand last year in the six key markets rose by 2 per cent to a record 602.1 tonnes, according to preliminary estimates by the World Gold Council, the promotional organisation supported by gold producers worldwide.

This was in spite of a slight fall, by 1 per cent to 218 tonnes, in the US, the largest individual market. Also recession in the UK caused a 17 per cent drop, to 40.1 tonnes, there.

The council says it is possible the US total might have been 15 tonnes higher but 218 tonnes "remains the best figure at present." It suggests an 8 per cent rise in Italy, to 180 tonnes, "is an indicator of the strength in demand worldwide since exports to a great number of countries account for about two-thirds of Italian gold jewellery fabrication."

Japan, the second largest market, took 5 per cent more gold jewellery last year or 126.6 tonnes; France saw a 3 per cent increase to 40.4 tonnes; and the biggest increase was in newly-united Germany: 12 per cent to 46 tonnes.

The council's statistics are estimates of the fine gold content of jewellery purchases by retailers. It says its research corrects the impression - caused by "the well-publicised difficulties of Ratners in the UK and Zale in the US" - that gold jewellery sales were down last year.

## Collor confirms Brazil to back coffee quotas

BRAZIL'S PRESIDENT Fernando Collor de Mello said yesterday that his country supported talks on a new international coffee agreement with economic clauses and export quotas, reports Reuter from Brasilia.

Asked during a breakfast with foreign correspondents in Brasilia whether Brazil supported a new coffee pact with economic clauses and quotas, he replied:

"Yes, with quotas. But the details of the economic clauses will be discussed in the London meeting."

Brazil, the world's leading coffee producer, will meet other world producers and consumers for talks at the International Coffee Organisation in London early next month.

Collor's remarks are the first official confirmation that Brazil will back talks on a pact with export quotas.

## Uzbeks see oil gusher as answer to their prayers

Leyla Boulton on a blowout that could herald self-sufficiency for the former Soviet republic

WHEN OIL began gushing out of the ground the day Uzbekistan joined the United Nations, inhabitants of the newly independent state saw it as a gift from God.

After flowing for almost a month, the awesome oil blowout is now spilling out about 15,000 tonnes of light crude a day. Experts at the site in Uzbekistan's impoverished Fergana Valley say it is still too early to estimate the size of the reserves below. But this Moslem nation of 20m people is already praying it will become a self-sufficient oil producer after decades of depending on neighbouring Russia, which first conquered Uzbek territory in the middle of the 19th century.

"This is a major discovery for Uzbekistan," declared a delighted Mr Anwar Narmatov, director of Uzbekneft, the republic's state-owned oil company.

But like his colleagues at a crisis centre set up less than a kilometre away from the oil and white smoke, he says that more drilling around the area is necessary to determine whether this discovery represents a freak occurrence or holds the promise of an oil bonanza.

The unexpected find of "black gold" could not have come at a better time as the most populous of the former Soviet Union's central Asian republics struggles to find its

feet as an independent country. Even the name of the collective farming area where the oil discovery was made on March 2 - Mingbulak, meaning "One Thousand Sources" - seems to support suggestions of divine planning. The oil was struck after Uzbekneft drove down to 5,200 metres - it had not expected to hit oil for another 600 metres.

Experts have now decided that a necessary preliminary to tackling the blowout is to set fire to it within the coming week. Mr Elm Khatunov, Uzbekistan's expert at capping oil blowouts, says: "Working under fire" is the only way to build new valves and pipelines to channel the oil in an orderly manner.

The fire is also expected to burn the oil that has flooded the surrounding farmland. If the oil is not brought under control quickly, it could not only damage large quantities of cotton farmland on the eve of the sowing campaign but pollute the neighbouring Syr Daria, which irrigates crops for miles around.

"We can't do anything now with all the smoke and oil everywhere," he said, his protective clothing splattered with oil droplets. He expects to produce a flame 100 metres high, after stimulating a test operation.

The blowout has already produced some 500,000 tonnes of oil. Some of it has been collected and dispatched to the

republic's two refineries. But an army of battered trucks, assembled from all over Uzbekistan are clearly unable to cope with so much wealth all at once.

Mr Joe Bowden, the Texan oil man whose Wild West Control company is helping the Uzbeks along with experts from Russia, says it will take 15 days to cap the oil flow.

Mr Khatunov says the last crisis of this kind in the former Soviet Union occurred six years ago, when a blowout at the Tengiz oilfields in nearby Kazakhstan took a year to cap.

A decree issued by President Islam Karimov orders Uzbekistan's economic experts to draw up plans to attract foreign capital to help develop reserves.

Mr Rustam Asimov, chairman of Uzbekistan's National Bank for Foreign Economic Activity said that existing joint venture legislation already exempted foreign investors from taxation for the first two years from the date profits were declared. They are entitled to a 50 per cent reduction for the following three years and there are no restrictions on repatriating profits in hard currency.

As a major producer of gold and cotton, Uzbekistan is already keen for foreign investors to help it process more of its wealth internally rather than export raw materials. Oil could provide a major boost to the republic's balance of payments.

## Drought hits tea plantations

TEA PLANTATIONS in India and Sri Lanka, the two largest producers, are affected by drought and neither country is likely to meet its output targets for 1992, officials say. Reuter reports from New Delhi.

In Sri Lanka, the world's main tea exporter, production has dropped by 16.2m kg, or about 6 per cent of its total output for 1991, in the first three months of this year, officials said. "From favourable conditions enjoyed in 1991, the pendulum seems to have swung completely in the opposite direction," said Mr Maxwell Fernando of tea auctioneers Forbes and Walker.

"We have suddenly reached a doom situation from the boom conditions last year," Mr Fernando said.

Drought also prevails in the plantations of south India, which account for about 40 per cent of the country's output.

"Production in January and February was down by about 6m kg to 20.7m kg, according to the United Planters Association of Southern India."

The shortfall has affected factories and slowed down picking, the association said.

But government officials in New Delhi were confident that there would not be much of a shortfall against India's output target of 765m kg for the year, up from last year's record 741m kg, about half the world's tea.

"It's too early to make any prognosis," said Mr G. Sundaram, a top official in India's Commerce Ministry, which follows tea production figures. "The projection will be more realistic after a period of six months."

## Car manufacturers forecast to use 40 per cent more aluminium

By Kenneth Gooding

ALUMINIUM WILL benefit most among the traded metals from developments in car design in the next decade. Nickel will also make big percentage gains from a very low base. But the outlook for copper and zinc is not so positive, suggests the Brook Hunt & Associates consultancy group.

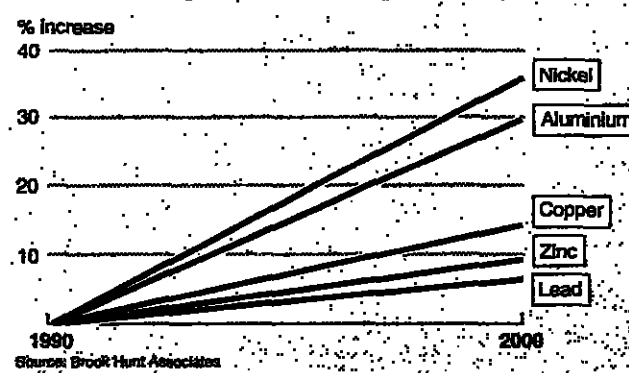
It says in a report published today that more than 1m tonnes of aluminium a year will be consumed by new cars and automotive spare parts by 1997-98, a 40 per cent increase from present levels. Some of the gain will be from an increase in car output but Brook Hunt says the average car is likely to contain 30 per cent more aluminium.

In percentage terms, the greatest growth in use will be in aluminium body parts, which are forecast to consume more than 100,000 tonnes a year by the end of the decade against 12,000 tonnes in 1990. More significant uses for aluminium in tonnage terms will remain transmission casings, cylinder heads and alloy wheels.

However, the report says European car makers are not likely to make a substantial switch to aluminium for engine blocks to save weight, given the generally small size of European car engines.

Car producers are being driven to make changes by a renewed emphasis on weight saving, tougher exhaust emission standards and the development of new materials, the

Metal use per car



report points out.

Nickel's main use in cars so far has been as an alloying addition to steel employed in drivetrain applications such as gears. Future use will continue to be in these steel alloys, particularly in stainless steel exhaust systems and in high nickel alloy required for turbochargers, says Brook Hunt.

Although nickel use is forecast to increase by nearly 40 per cent by the middle of the 1990s, it is starting from a low base of just over 1 kg a car. Copper already has suffered from the substitution of aluminium, in radiators for example. Copper's use in wiring may fall because of the introduction of multiplexing (in which many components are powered through a single conductor), although no big changes are foreseen until the second half of the decade. In the meantime, says the report, more electrically operated components and electronic engine

management systems in high-volume cars should ensure that the amount of copper per car will continue to increase.

Brook Hunt says growth in the car industry's consumption of zinc depends on an increase in the use of galvanised steel sheet. The report estimates that about 35 per cent of steel sheet used in car manufacturing in 1990 was galvanised on at least one side. This proportion is forecast to rise to 48 per cent by 2000. Over the same period the use of zinc per car for galvanising is predicted to grow by 65 per cent. This gain will, however, be offset to some extent by losses elsewhere - particularly by the widespread introduction of fuel injection systems using aluminium instead of the cast carburettors made largely from zinc.

*Metals Use in the West European Auto Industry: \$4,000 from Brook Hunt, 11, London Street, Chertsey, Surrey KT16 8AP, England.*

## WORLD COMMODITIES PRICES

## MARKET REPORT

ZINC was the outstanding performer on the LME, although all other base metals moved closer yesterday. Three-month zinc rose \$32 at one stage to a 14 1/2-month high of \$1,255 a tonne. Traders said they could see no fundamental reason for the rise, and expect hedge selling to be attracted by the higher levels. However, charts were constructive, with recent consolidation above \$1,230 signalling a rise to around \$1,250. European Zinc Institute data showed February world smelters stocks down 17,300 tonnes, but this reflected shipments to LME warehouses and not into consumption.

## London Markets

SPOT MARKETS	
Crude oil (per barrel FOB)	+ 0.1
Dubai	\$16.10-4.20c + 12c
Brent Blend (dated)	\$17.30-4.00c + 17c
Heavy Fuel Oil (May)	\$18.00-5.00c + 10c
WTI (1.1m cwt)	\$19.20-5.00c + 0.05
CRUDE OIL - LME	
WTI prompt delivery per tonne CIF	+ 0.1
Premium Gasoline	\$197-199 + 1.5
Gas Oil	\$164-165 + 1
Heavy Fuel Oil	\$74-75 + 1.5
Naphtha	\$167-168 + 1
Petroleum Argus Estimates	
Other	
Gold (per troy oz)	\$340.70 -0.80
Silver (per troy oz)	\$41.00 -1
Platinum (per troy oz)	\$381.75 -1.75
Palladium (per troy oz)	\$385.00 -0.40
Copper (US Producer)	105.48 -0.11
Lead (US Producer)	37.00
Tin (Kuala Lumpur market)	14,200
Tin (New York)	268.5
Zinc (US Prime Western)	62.00 +3







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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar rises on low trade

THE DOLLAR regained some of its recent losses against the d-mark in London yesterday in the most quiet trading reported in several weeks and in spite of the release of poor economic data, writes Andrew Jack.

The US Labour Department released figures showing the number of newly unemployed people registering for unemployment insurance rose by 15,000 to 447,000, compared with market expectations of a total nearer 440,000. Revised gross domestic product statistics for the fourth quarter of last year were also disappointing, with growth reported at 0.4 per cent, compared with the 0.8 per cent previously published.

But the effect was short-lived, with the currency soon rising again during the day, and it was floating at DM1.6615/20 and Y133.85/95 mid-session.

"The dollar is a bit perkier," said Mr Neil MacKinnon, chief economist at Yamachi bank in London. "It managed to shrug off the data." He said the markets had already absorbed the impact of these figures and were waiting for a fresh crop on the US economy due next week.

It may also have been helped

by bullish speeches from Mr Edward Kelley, Federal Reserve governor, and Mr Nicholas Brady, US Treasury Secretary, who argued that US economic recovery was well on its way.

The Swiss franc dropped sharply against the dollar in New York, when the d-mark/Swiss franc cross rate broke through resistance at 91 cents. Most traders were reported as buying into d-marks and then switched to buying dollars against the Swiss franc.

In Asian trading, the dollar had slipped against the yen late in the day on speculative sales and stop-loss orders, closing down against the yen at Y133.20 and up on the d-mark at DM1.6528.

Sterling closed down 0.27 cents at \$1.7260 in London, against losing its gains from Wednesday. Against the

d-mark, it rose four basis points, closing at DM2.88. The exchange rate index closed unchanged at 90.1.

Dealers said a group of US funds helped raise the dollar in modest late trade, triggered by programme trading based on technical analysis of market trends. "Apart from this late burst, it's been one of the quietest days I can remember," one dealer told Reuters.

They maintained that the effects of the political uncertainty would have little impact on the pound, as it was being discounted through the money markets instead.

Mr Neil MacKinnon of Yamachi said: "Sterling is an icon of stability in contrast to equities and gilts. It has been able to absorb fairly changeable opinion polls. It is pinned firmly to the floor. Cutting house rates would be a necessary condition to lift it."

EMS EUROPEAN CURRENCY UNIT RATES									
	Unit	Central Bank	Current Rate	% Change from 24 Mar	% Change from 24 Mar	% Change from 24 Mar	% Change from 24 Mar	% Change from 24 Mar	% Change from 24 Mar
Spanish Ptas	133.631	129.838	-2.84	6.12	59				
Belgian Franc	40.337	40.337	0.00	0.00	0.00				
Dutch Guilder	3.76033	3.76033	0.00	0.00	0.00				
Italian Lira	1,376.033	1,376.033	0.00	0.00	0.00				
French Franc	6.55958	6.55958	0.00	0.00	0.00				
German Mark	1.36633	1.36633	0.00	0.00	0.00				
Portuguese Escudo	200.484	200.484	0.00	0.00	0.00				
Irish Punt	7.87564	7.87564	0.00	0.00	0.00				
Spanish Ptas	166.639	166.639	0.00	0.00	0.00				
Portuguese Escudo	200.484	200.484	0.00	0.00	0.00				
Irish Punt	7.87564	7.87564	0.00	0.00	0.00				

## 2 IN NEW YORK

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## STERLING INDEX

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## CURRENCY MOVEMENTS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## CURRENCY RATES

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## OTHER CURRENCIES

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## MONEY MARKETS

## Trading stays low

RATES closed little changed yesterday in modest trading as uncertainty over the UK general election result continued to haunt the market, writes Andrew Jack.

"It's unfortunately a bit tedious at the moment," said Mr David Cocker, treasury adviser to Chemical Bank in London. "The market isn't thinking of a Conservative victory. It favours a hung parliament."

His views seemed to be reflected in a Reuters poll among 40 economists circulating on the news wires, which showed more than 70

continued its descent, dropping by six basis points from Wednesday's close to finish at 89.08. It opened at 89.01 and then rebounded between 89.07 and 89.18 during the day, with trading volume standing at 28,028 by the close.

The Bank of England expected a shortage of around £400m in the morning. This comprised £200m from treasury bills and maturing assistance, £180m in bills for repurchase by the market and £100m from the rise in note circulation, offset by £200m in exchequer transactions.

It revised its shortage to £300m at midday and did not operate. However, in the afternoon, it came into action, buying £137m band-1 bills at 10 1/2 per cent, and £13m band-2 at 10 1/4 per cent. The Bank provided late assistance of around £30m.

The US Federal Reserve added temporary reserves to the banking system through four-day system repurchase agreements. Funds traded at 4 1/4 per cent at the time of the Fed's operation, just above the four per cent target level. The operation addressed a small need for reserves, economists said.

German call money eased but remained close to the 9.75 per cent emergency lombard rate, quoted at 9.60/85 per cent after 9.65/70 on Wednesday.

## FT LONDON INTERBANK FIXING

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## MONEY RATES

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LONDON MONEY RATES

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## FT LONDON INTERBANK FIXING

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## MONEY RATES

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LONDON MONEY RATES

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## FINANCIAL FUTURES AND OPTIONS

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

Com	Mar 26	Mar 27	Mar 28
1 month	1.7215-1.7225	1.7315-1.7325	
3 months	1.7215-1.7225	1.7315-1.7325	
6 months	1.7215-1.7225	1.7315-1.7325	
12 months	1.7215-1.7225	1.7315-1.7325	

Forward premiums and discounts apply to the US dollar

## LIFE LONG GILT FUTURES OPTIONS

LIFFE US TREASURY BOND FUTURES OPTIONS					
98.50% 60ths of 100%					
Strike	Calls-settlements		Puts-settlements		
Price	Jun	Sep	Jun	Sep	
95	3-49	3-51	0-21	1-23	
96	2-62	2-12	0-34	1-48	
97	2-15	2-41	0-51	1-13	
98	1-48	1-17	1-12	2-46	
99	1-08	2-18	1-44	3-19	
100	0-48	3-24	2-20	3-60	
101	0-31	1-05	3-03	4-41	
102	0-19	0-53	3-05	5-25	
Estimated volume total, Calls 761 Puts 130					
Previous day's open int. Calls 1143 Puts 890					



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**FINANCIAL TIMES**  
COMPANIES • MARKETS • ECONOMY



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## NYSE COMPOSITE PRICES

Stock	Div.	Yld	High	Low	Close	Change	Stock	Div.	Yld	High	Low	Close	Change
Continued from previous page													
74 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		154 1/2 ValueLine	2.50	5.5	5.5	5.5		
75 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		155 1/2 ValueLine	2.50	5.5	5.5	5.5		
76 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		156 1/2 ValueLine	2.50	5.5	5.5	5.5		
77 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		157 1/2 ValueLine	2.50	5.5	5.5	5.5		
78 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		158 1/2 ValueLine	2.50	5.5	5.5	5.5		
79 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		159 1/2 ValueLine	2.50	5.5	5.5	5.5		
80 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		160 1/2 ValueLine	2.50	5.5	5.5	5.5		
81 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		161 1/2 ValueLine	2.50	5.5	5.5	5.5		
82 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		162 1/2 ValueLine	2.50	5.5	5.5	5.5		
83 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		163 1/2 ValueLine	2.50	5.5	5.5	5.5		
84 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		164 1/2 ValueLine	2.50	5.5	5.5	5.5		
85 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		165 1/2 ValueLine	2.50	5.5	5.5	5.5		
86 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		166 1/2 ValueLine	2.50	5.5	5.5	5.5		
87 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		167 1/2 ValueLine	2.50	5.5	5.5	5.5		
88 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		168 1/2 ValueLine	2.50	5.5	5.5	5.5		
89 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		169 1/2 ValueLine	2.50	5.5	5.5	5.5		
90 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		170 1/2 ValueLine	2.50	5.5	5.5	5.5		
91 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		171 1/2 ValueLine	2.50	5.5	5.5	5.5		
92 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		172 1/2 ValueLine	2.50	5.5	5.5	5.5		
93 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		173 1/2 ValueLine	2.50	5.5	5.5	5.5		
94 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		174 1/2 ValueLine	2.50	5.5	5.5	5.5		
95 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		175 1/2 ValueLine	2.50	5.5	5.5	5.5		
96 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		176 1/2 ValueLine	2.50	5.5	5.5	5.5		
97 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		177 1/2 ValueLine	2.50	5.5	5.5	5.5		
98 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		178 1/2 ValueLine	2.50	5.5	5.5	5.5		
99 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		179 1/2 ValueLine	2.50	5.5	5.5	5.5		
100 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		180 1/2 ValueLine	2.50	5.5	5.5	5.5		
101 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		181 1/2 ValueLine	2.50	5.5	5.5	5.5		
102 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		182 1/2 ValueLine	2.50	5.5	5.5	5.5		
103 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		183 1/2 ValueLine	2.50	5.5	5.5	5.5		
104 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		184 1/2 ValueLine	2.50	5.5	5.5	5.5		
105 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		185 1/2 ValueLine	2.50	5.5	5.5	5.5		
106 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		186 1/2 ValueLine	2.50	5.5	5.5	5.5		
107 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		187 1/2 ValueLine	2.50	5.5	5.5	5.5		
108 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		188 1/2 ValueLine	2.50	5.5	5.5	5.5		
109 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		189 1/2 ValueLine	2.50	5.5	5.5	5.5		
110 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		190 1/2 ValueLine	2.50	5.5	5.5	5.5		
111 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		191 1/2 ValueLine	2.50	5.5	5.5	5.5		
112 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		192 1/2 ValueLine	2.50	5.5	5.5	5.5		
113 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		193 1/2 ValueLine	2.50	5.5	5.5	5.5		
114 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		194 1/2 ValueLine	2.50	5.5	5.5	5.5		
115 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		195 1/2 ValueLine	2.50	5.5	5.5	5.5		
116 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		196 1/2 ValueLine	2.50	5.5	5.5	5.5		
117 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		197 1/2 ValueLine	2.50	5.5	5.5	5.5		
118 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		198 1/2 ValueLine	2.50	5.5	5.5	5.5		
119 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		199 1/2 ValueLine	2.50	5.5	5.5	5.5		
120 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		200 1/2 ValueLine	2.50	5.5	5.5	5.5		
121 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		201 1/2 ValueLine	2.50	5.5	5.5	5.5		
122 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		202 1/2 ValueLine	2.50	5.5	5.5	5.5		
123 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		203 1/2 ValueLine	2.50	5.5	5.5	5.5		
124 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		204 1/2 ValueLine	2.50	5.5	5.5	5.5		
125 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		205 1/2 ValueLine	2.50	5.5	5.5	5.5		
126 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		206 1/2 ValueLine	2.50	5.5	5.5	5.5		
127 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		207 1/2 ValueLine	2.50	5.5	5.5	5.5		
128 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		208 1/2 ValueLine	2.50	5.5	5.5	5.5		
129 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		209 1/2 ValueLine	2.50	5.5	5.5	5.5		
130 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		210 1/2 ValueLine	2.50	5.5	5.5	5.5		
131 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		211 1/2 ValueLine	2.50	5.5	5.5	5.5		
132 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		212 1/2 ValueLine	2.50	5.5	5.5	5.5		
133 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		213 1/2 ValueLine	2.50	5.5	5.5	5.5		
134 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		214 1/2 ValueLine	2.50	5.5	5.5	5.5		
135 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		215 1/2 ValueLine	2.50	5.5	5.5	5.5		
136 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		216 1/2 ValueLine	2.50	5.5	5.5	5.5		
137 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		217 1/2 ValueLine	2.50	5.5	5.5	5.5		
138 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		218 1/2 ValueLine	2.50	5.5	5.5	5.5		
139 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		219 1/2 ValueLine	2.50	5.5	5.5	5.5		
140 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		220 1/2 ValueLine	2.50	5.5	5.5	5.5		
141 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		221 1/2 ValueLine	2.50	5.5	5.5	5.5		
142 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		222 1/2 ValueLine	2.50	5.5	5.5	5.5		
143 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		223 1/2 ValueLine	2.50	5.5	5.5	5.5		
144 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		224 1/2 ValueLine	2.50	5.5	5.5	5.5		
145 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		225 1/2 ValueLine	2.50	5.5	5.5	5.5		
146 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		226 1/2 ValueLine	2.50	5.5	5.5	5.5		
147 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		227 1/2 ValueLine	2.50	5.5	5.5	5.5		
148 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		228 1/2 ValueLine	2.50	5.5	5.5	5.5		
149 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		229 1/2 ValueLine	2.50	5.5	5.5	5.5		
150 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		230 1/2 ValueLine	2.50	5.5	5.5	5.5		
151 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		231 1/2 ValueLine	2.50	5.5	5.5	5.5		
152 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		232 1/2 ValueLine	2.50	5.5	5.5	5.5		
153 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		233 1/2 ValueLine	2.50	5.5	5.5	5.5		
154 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		234 1/2 ValueLine	2.50	5.5	5.5	5.5		
155 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		235 1/2 ValueLine	2.50	5.5	5.5	5.5		
156 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		236 1/2 ValueLine	2.50	5.5	5.5	5.5		
157 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		237 1/2 ValueLine	2.50	5.5	5.5	5.5		
158 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		238 1/2 ValueLine	2.50	5.5	5.5	5.5		
159 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		239 1/2 ValueLine	2.50	5.5	5.5	5.5		
160 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		240 1/2 ValueLine	2.50	5.5	5.5	5.5		
161 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		241 1/2 ValueLine	2.50	5.5	5.5	5.5		
162 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		242 1/2 ValueLine	2.50	5.5	5.5	5.5		
163 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		243 1/2 ValueLine	2.50	5.5	5.5	5.5		
164 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		244 1/2 ValueLine	2.50	5.5	5.5	5.5		
165 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		245 1/2 ValueLine	2.50	5.5	5.5	5.5		
166 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		246 1/2 ValueLine	2.50	5.5	5.5	5.5		
167 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		247 1/2 ValueLine	2.50	5.5	5.5	5.5		
168 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		248 1/2 ValueLine	2.50	5.5	5.5	5.5		
169 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		249 1/2 ValueLine	2.50	5.5	5.5	5.5		
170 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		250 1/2 ValueLine	2.50	5.5	5.5	5.5		
171 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		251 1/2 ValueLine	2.50	5.5	5.5	5.5		
172 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		252 1/2 ValueLine	2.50	5.5	5.5	5.5		
173 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		253 1/2 ValueLine	2.50	5.5	5.5	5.5		
174 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		254 1/2 ValueLine	2.50	5.5	5.5	5.5		
175 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		255 1/2 ValueLine	2.50	5.5	5.5	5.5		
176 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		256 1/2 ValueLine	2.50	5.5	5.5	5.5		
177 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		257 1/2 ValueLine	2.50	5.5	5.5	5.5		
178 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		258 1/2 ValueLine	2.50	5.5				

## AMEX COMPOSITE PRICES

Stock	Div.	Y	100s	High	Low	Close	Change	Stock	Div.	Y	100s	High	Low	Close	Change
Accor Corp	1	12	105	8 1/4	6 1/4	6 1/4		Champion	30	42	8 1/2	5 1/2	5 1/2		
Adco	0.78	3	58	1 1/2	1 1/4	1 1/4		Chenier	2	96	2 1/2	2 1/2	2 1/2		
Adco	3	58	1 1/2	1 1/4	1 1/4		Crif Corp	0.01	48	5 1/4	3 1/4	3 1/4			
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Confederate	0.41	21	5 1/4	1 1/4	1 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco	1	124	10	8 1/4	8 1/4		
Altair	0	30	5 1/2	1 1/4	1 1/4	1 1/4		Conoco							

## NASDAQ NATIONAL MARKET

3:00 pm prices March 26

Stock	Div.	Yield	High	Low	Last	Chg	Stock	Div.	Yield	High	Low	Last	Chg
121 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		121 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
122 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		122 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
123 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		123 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
124 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		124 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
125 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		125 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
126 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		126 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
127 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		127 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
128 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		128 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
129 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		129 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
130 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		130 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
131 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		131 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
132 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		132 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
133 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		133 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
134 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		134 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
135 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		135 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
136 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		136 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
137 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		137 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
138 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		138 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
139 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		139 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
140 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		140 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
141 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		141 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
142 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		142 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
143 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		143 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
144 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		144 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
145 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		145 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
146 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		146 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
147 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		147 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
148 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		148 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
149 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		149 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	
150 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5		150 1/2 Salient Corp	0.05	5.5	8.5	8.5	8.5	

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LONDON'S BUSINESS NEWSPAPER



## AMERICA

## Dow recovers ground lost by broker's error

## Wall Street

SHARE prices edged higher on Wall Street yesterday morning as the Dow Jones index made up almost all of the ground lost late on Wednesday due to an erroneous computerised sell order, writes Patrick Harverson in New York.

By 1 pm the Dow Jones Industrial Average was up 11.63 at 3,271.02. The more broadly based Standard & Poor's 500 was also firmer at mid-session, up 1.34 at 408.86. In contrast, the Nasdaq composite of over-the-counter stocks slipped 1.02 to 818.45. Turnover on the NYSE was 1,094m shares by 1 pm, and rises outpaced declines by 807 to 646.

Early gains had been expected when the market opened, primarily because the previous session's loss was due entirely to a clerical error at Salomon Brothers, the securities house,

## NYSE volume

Daily (million)

350

300

250

200

150

100

50

0

March 1992

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which initiated a huge computer sell program in the final minutes of trading, wiping 12 points off the Dow.

Salomon's subsequent attempts to rectify the mistake - which would involve the firm buying back millions of dollars in shares - and the realisation that stock prices were actually on an upward course on Wednesday in spite of the loss on the Dow, meant that trading got off to a positive start.

Apart from the Salomon error, there was little to provide the market with direction. Investors ignored news of a slightly bigger-than-expected 15,000 rise in weekly jobless claims, and sentiment remained broadly positive amid hopes for further advances in the economic recovery.

Among individual stocks, American Express firmed 3% to 34.14 in volume of 3.9m shares after Smith Barney Harris Upham, the brokerage house, upgraded its rating on the stock from a "hold" to a "buy". The Smith Barney analyst likes the stock because of the strong contribution to earnings from the group's Shearson Lehman stockbroking subsidiary, and more competitive pricing and cost-cutting at American Express' travel-related services unit.

After three days of selling, airline stocks staged a modest recovery. UAL rose 1% to \$146. Delta put on 3% to \$64. AMR (parent of American Airlines) climbed 3% to

\$74.4, and USAir firmed 3% to \$18.

Waste Management, which has been a volatile stock in recent days as the group's management completes a roadshow for investors ahead of an offering by an international subsidiary, bounced back from Wednesday's big fall with a rise of 1% to \$40 in turnover of 1m shares.

Glentel plunged 1%, or almost a third, to \$3, on the news that the savings and loan group's non-performing assets and restructured loans increased by 11 per cent in January and February.

On the over-the-counter market, Borland firmed 3% to \$58.4 in heavy trading after Shearson Lehman slashed its fourth quarter earnings forecast from an originally estimated 20 cents a share to just 5 cents a share. Borland shares have fallen 14 per cent this week.

## Canada

TORONTO drifted lower by mid-session as the absence of news restricted trade. The TSE 300 composite index was 7% lower at 3,447.6 in turnover of 69,917m.

Gulf Canada Resources rose 3% to 35% on takeover speculation. Among most active issues, Nova Corp fell 3% to 38%, Canadian Pacific eased 3% to 31.6%, Bank of Nova Scotia slipped 3% to 32.0%, and Royal Bank of Canada was unchanged at 32.4%.

## EUROPE

## Corporate results provide the interest

CORPORATE results provided the interest on most bourses yesterday, writes Our Markets Staff.

FRANKFURT traded in a narrow range as attention remained on Veba and Schering. Further evidence that the Bundesbank was still not on top of inflation held the market back. The DAX index rose 2.76 to 1,719.02 while the FAZ index, calculated at mid-session, eased 0.26 to 698.31. Turnover fell to DM5.5bn from DM5.5bn.

Schering dropped DM9 to DM26.80 in heavy volume of 327,142 shares on disappointment about the delay in selling off non-core businesses.

Veba, which announced a rise in the dividend after the close on Wednesday, jumped DM5.50 to DM38.30.

Retailers were depressed by a trade association report which predicted that growth in west German retail sales would slow to a real 1.5 per cent in 1993 from 5.6 per cent last year.

Kaufhof fell DM3.50 to DM13 while ASKO, a recent favourite, gave up DM10 to DM890 in big volume of 403,716 shares.

Less liquid stocks were on the move, with Linde up DM6 to DM191 while the haircare products company Wella eased DM8.50 to DM161.

PARIS saw volatility in some stocks while the broad market moved higher. Turnover was modest at just under FF2.2bn as the CAC-40 index added 6.47 to 1,934.75.

CMB, the packaging company, fell FF11.20 or 5.6 per cent to FF186.40 after analysts were told at a meeting with the company that the first quarter of 1992 had been disappointing. Several brokers said they were trimming their 1992 earnings forecasts as a result, with Cheuvreux de Virieux making the most noise about it. Dealers said profit-taking in CMB had been inevitable in view of its 30 per cent outperformance over the last 12 months.

Cerus, the French holding company of the Italian entrepreneur Mr Carlo De Benedetti, rose FF7.50 or 5.6 per cent to FF140.50 on rumours that it would sell its Banque Dumas-Léblé unit.

Folies for once gave the market a pleasant surprise by releasing good 1991 results, and was rewarded with a FF21 or 3.9 per cent increase in its share price to FF160.

Générale des Eaux rose FF5.20 to FF22.90 on reports of positive developments in its property interests.

MILAN's depression deep-

## FT-SE Eurotrack 100 - Mar 26

## Hourly changes

Open 10 am 11 am 12 pm 1 pm 2 pm 3 pm close

1147.58 1148.76 1148.62 1148.58 1147.31 1148.02 1146.25

Day's High 1147.80 Day's Low 1145.94

Mar 25 Mar 24 Mar 23 Mar 20 Mar 19

1144.53 1142.86 1142.05 1153.93 1153.18

Data value 100m (20/10/90)

ened, following this week's poor banking results and further evidence of the massive divergence in the government's public sector borrowing requirement. Analysts saw little prospect of the market recovering after the general election and some said optimism that Mr Bettino Craxi, the Socialist leader, would be the next premier was misplaced.

The Comit index fell 2.32 to 496.97, a new low for the year but still above the 480 chart support level, while turnover was estimated at 1.83bn after 1.81bn. Dealers detected some support buying by the big corporate groups.

The banking sector remained weak, with Banca Commerciale Italiana falling 1.63 or 1.7 per cent to L3.540. In telecoms, Stet rose L26 to L2,110 ahead of its board meeting later in the day while Sirti rose L25 to L10,440

holding talks with the government and banks to strengthen its capital base. The shares closed unchanged at Ft 24.20 but analysts said that in spite of forecasting a stronger second half, prospects remained unfavourable. The CBS Tendency Index rose 0.6 to 125.6 in turnover of Ft 485.7m.

KLM was up 20 cents to Ft 36.50, on news released after the close on Wednesday that it was to expand its European flight network. Nutricia was down 80 cents at Ft 17.2 ahead of its results. Polygram, which is to raise Ft 250m from a commercial paper issue, advanced Ft 1.00 to Ft 45.00.

STOCKHOLM fell on profit-taking with the Affarsvärlden General Index falling 5.2 to 1,004.1 in turnover of SKr 617m after SKr 645m.

Volvo, which has been actively traded this week following news of management restructuring, slipped back with its B shares down SKr 4 to SKr 426. Procordia B also fell back, losing SKr 2 to SKr 197.

MADRID's general index closed 1.52 ahead at 355.57. Corporación Mayre, which announced plans to raise Pt 10bn through three-year convertible bond issue, shed Pt 2.20 or 5 per cent to Pt 42.70.

## ASIA PACIFIC

## Nikkei starts new fiscal year on easier note

## Tokyo

THE Nikkei average had an early gain reversed in dull trading as investors refrained from activity on the first trading day for the April account and the new fiscal year, writes Emilio Tuzovano in Tokyo.

The 225-issue average lost 341.29 on balance at 19,835.49 after setting a high for the day of 20,350.66 in the morning and later falling to the session's low of 19,835.29.

Volume dropped to 180m shares from 350m as year-end activity petered out. Foreign investors, who have been leading buyers of lower-priced blue chips, were also absent.

Declines finally led advances by 600 to 432, with 144 issues unchanged. The Topix index of all first section stocks dipped 2.02 to 1,446.76, but in London the JSE/Nikkei 50 index edged up 2.71 to 1,331.99.

A stronger futures market initially led the Nikkei index higher, but scattered selling later depressed share prices. Traders, who had hoped that individuals and investment trusts would start buying for the April account, were disappointed.

Dealers put the decline in the Nikkei down to sharp falls of low-liquidity component stocks. These had previously been relatively firm while leading blue chips had fallen, since arbitrageurs held the issues in their baskets. However, persistent rumours that the issues will be replaced in the Nikkei average triggered liquidation. Godo Shusei weakened Y200 to Y170 and Shimura Kako lost Y100 to Y80.

## SOUTH AFRICA

JOHANNESBURG lacked fresh direction with a weaker price all bullion pushing the gold index lower to close down 18 at 1,124. The overall index shed 7 to 3,551 but industrials gained 6 to 4,438. Banks gained on merger rumours.

Y10 to Y1,180 as investors were discouraged by the lifting of margin trading restrictions by Japan Securities Finance, which is closely linked with the Tokyo Stock Exchange.

High-technology issues were weaker on news that a US company had filed a suit for damages against some Japanese electronics makers on alleged patent infringement charges. Sony fell Y110 to Y4,040 and Matsushita Electric Industrial slipped Y20 to Y1,280.

Rumours that funds from the bribery scandal involving Sagawa Kyubin, the package delivery company, were used to rig speculative issues depressed speculative favourites. Clarion suffered a setback of Y140 to Y1,040 and Nippon Carbon dropped Y300 to Y1,230.

OSAKA, the OSE average eased 14.60 to 21,526.50 in volume of 73.5m shares. The index rose on early buying by dealers, but then lost ground on small-lot selling. Trading volume, lifted of late by cross-trades for year-end book closing, declined on the first trading day for the new fiscal year.

NEW ZEALAND fell a further 1.45 per cent to its lowest point since late August. The NZSE-50 index finished 20.40 down at 1,390.60 amid turnover of NZ\$151m.

SINGAPORE declined on disappointing corporate results, the Straits Times Industrial index losing 9.94 to 1,439.72 in volume of 33.8m shares.

Overseas-Chinese Banking, on announcing a smaller than forecast rise in group net profits, shed 15 cents to S\$8.95.

KUALA LUMPUR featured the debut of the car maker Proton, which ended at M\$6.00 for a premium of M\$1.60 over the offer price. The composite index, however, closed 3.13 lower at 604.27 in volume of 55m shares, up from 33.8m.

TAIWAN was encouraged by a statement late on Wednesday that the future president will be chosen through direct election. The weighted index rose 71.29 to 4,792.54 as turnover improved to T\$20,311m.

SEOUL's index fell below 600 on a report that the government was working on measures to restrain expansion of business conglomerates, but rebounded on buying by the Stock Market Stabilisation Fund to end at 611.70, up 3.87. Turnover came to Won 442.4bn.

MANILA surrendered early gains to profit-taking. The composite index was off 2.35 on the day at 1,086.90 in turnover of 39m pesos, after 55m pesos.

## Recovery undermined by fragile stability since coup

Joseph Mann charts the discontent in Venezuela

Concern over Venezuela's political and military stability in the wake of a frustrated military coup in February has been depressing stock prices.

The Caracas Stock Exchange index closed at 28,284.23 on Wednesday, down 17.2 per cent from the year's peak of 34,142.60 on February 3, the day before the coup attempt against the government of President Carlos Andrés Pérez.

While this shows a fall of just 3.5 per cent in the index since the end of 1991, clearly investors were shaken by the frustrated rebellion, the first of its kind in the country since the early 1960s, and by subsequent events.

Over the last few weeks, opposition parties have been calling for the resignation of the president. His five-year term is due to finish in February 1994.

Along with frequent rumours of another military uprising, there have also been a rash of anti-government protests and two popular demonstrations in which tens of thousands of Caracas residents, calling out from rooftops and balconies, demanded that the president should quit.

Mr Pérez and the three-year-old economic reform programme he initiated are the main targets of this wave of discontent, but the president has asserted repeatedly that he will not resign.

The Caracas stock index fell by more than 8 per cent in the four trading days after the

market reopened on February 6, following a two-day closure. Prices then rallied briefly, and it seemed that the market - in dollar terms its stocks grew by 555 per cent in 1990 and by 34.3 per cent in 1991 - was headed for a recovery, at least in local currency terms. However, the brief upswing ended in mid-

## Venezuela

Caracas SE Index rebased

Local terms

5 terms

Feb 1992 Mar

Source: Latin American Securities

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## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY MARCH 25 1992										TUESDAY MARCH 24 1992										DOLLAR INDEX	
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross % chg	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1991/92	1991/92	Year ago (approx)						
Australia (69)	144.06	+0.2	123.36	121.43	123.73	125.37	-0.2	4.40	143.74	123.91	121.48	124.35	125.67	150.31	112.74	134.24						
Austria (20)	172.37	+0.1	147.59	145.30	147.57	149.17	-0.1	1.97	147.59	147.59	145.30	146.75	148.25	151.20	155.86	175.50						
Belgium (46)	137.89	+0.1	117.90	116.05	118.25	115.82	-0.2	5.18	137.21	118.27	115.48	118.70	118.89	160.20	137.95	137.50						
Canada (115)	130.19	+0.4	111.47	109.73	111.80	121.13	-0.2	3.81	129.64	111.74	108.55	112.14	111.88	144.24	126.49	136.50						
Denmark (36)	231.74	+0.3	198.42	199.03	200.35	201.95	+0.6	1.61	201.06	199.17	195.28	199.29	200.17	273.54	217.47	237.50						
Finland (15)	77.51	+0.1	66.37	65.34	66.57	73.29	-0.1	1.29	77.12	66.47	65.18	66.72	73.39	129.15	73.32	117.17						
France (108)	152.82	+0.1	130.98	128.94	131.03	132.94	-0.1	3.29	130.98	128.94	128.94	130.98	128.94	152.82	152.82	152.82						
Germany (65)	117.63	+1.3	100.72	99.17	101.03	101.03	+0.5	1.28	116.17	100.14	98.20	100.90	100.90	125.95	95.17	105.95						
Hong Kong (58)	210.05	-0.1	178.65	177.05	180.41	208.72	-0.1	3.76	210.17	181.18	177.62	181.63	208.82	210.05	119.82	150.36						
Ireland (16)	159.93	-0.1	139.09	133.97	135.50	138.84	-0.1	3.65	159.14	135.68	133.03	136.18	138.82	162.46	132.88	148.00						
Italy (77)	85.45	-0.1	69.47	68.64	69.65	84.80	-1.5	3.60	70.19	60.50	59.32	60.72	65.46	88.23	64.18	75.50						
Japan (233)	152.82	+0.1	130.98	128.94	131.03	132.94	-0.1	3.29	130.98	128.94	128.94	130.98	128.94	152.82	152.82	152.82						
Malaysia (65)	245.12	-0.4	208.88	206.81	210.52	245.13	-0.3	2.80	244.22	212.24	208.08	215.00	208.56	250.18	183.78	264.57						
Netherlands (31)	173.76	-1.2	149.54	146.34	148.07	169.02	-1.0	0.97	175.41	152.25	149.72	157.76	168.87	178.47	153.46	191.72						
New Zealand (14)	149.86	-0.5	128.32	126.32	128.71	127.15	-0.2	4.35	148.48	128.48	125.97	128.95	127.45	158.95	125.70	177.25						
Portugal (39)	44.01	-1.8	37.68	37.10	37.80	42.51	-2.2	4.46	44.88	38.87	37.91	38.81	43.46	54.84	41.18	45.37						
Spain (65)	159.88	-0.7	130.20	143.95	145.85	148.85	1.2	0.94	160.62	147.07	144.20	147.61	151.54	223.24	151.88	184.01						
Singapore (38)	206.92	-0.2	177.17	174.42	177.17	157.91	-0.1	2.18	207.34	176.72	175.24	179.37	189.14	228.43	151.88	184.01						
South Africa (61)	228.20	-0.4	196.39	182.25	195.99	178.46	-0.1	2.82	227.21	195.85	192.02	198.69	177.69	271.90	173.00	190.31						
Taiwan (31)	150.41	-0.1	128.78	128.78	128.18	119.01	-0.7	5.05	150.50	128.72	127.12	130.59	119.88	171.92	131.61	160.76						
Sweden (25)	190.37	-1.8	163.01	160.41	165.51	168.67	-0.9	2.27	188.93	161.18	158.17	167.17	167.13	204.12	146.89	190.37						
Switzerland (59)	159.88	-0.7	130.20	143.95	145.85	148.85	1.2	0.94	160.62	147.07	144.20	147.61	151.54	223.24	151.88	184.01						
United Kingdom (233)	170.38	-0.1	143.81	143.81	143.81	145.89	-0.2	5.11	168.93	143.81	143.81	143.81	143.81	170.38	170.38	170.38						
USA (800)	166.85	-0.3	142.69	140.48	143.13	166.85	-0.3	2.94	167.99	144.02	141.22	144.21	145.69	171.56	126.95	135.05						
Europe (202)	141.28	+0.1	120.97	119.09	121.35	121.86	-0.2	4.00	139.94	120.93	118.27	121.07	121.07	121.07	121.07	121.07						
Africa (31)	174.81	-0.8	149.68	147.25	150.14	148.30	-0.1	2.21	173.39	149.42	148.50	149.87	148.30	180.20	155.55	180.20						
Oceania (11)	112.04	+0.6	95.89	94.44	96.23	94.96	+0.8	1.32	111.39	95.02	94.14	96.37	94.64	145.82	108.69	136.67						
Asia-Pacific (1525)	123.97	+0.2	106.75	104.49	106.47	106.30	+0.3	2.54	123.05	105.07	103.99	106.45	105.99	147.69	101.21	137.57						
North America (838)	184.95	-0.2	140.72	136.85	141.16	182.94	-0.2	2.95	184.72	141.99	138.92	142.45	139.33	189.69	125.97	151.97						
South America (12)	121.18	+0.1	105.45	105.45	105.45	105.45	-0.2	3.22	121.50	105.45	105.45	105.45	105.45	105.45	105.45	105.45						
Europe Ex. UK (179)	159.19	-0.1	135.45	133.37	135.86	140.63	+0.3	2.65	159.19	133.37	133.37	133.37	133.37	159.19	159.19	159.19						
UK (51)	126.39	+0.7	108.22	106.35	108.56	108.65	+0.3	2.65	125.50	108.18	106.08	108.58	108.33	148.16	122.32	138.61						
World Ex. UK (2008)	138.03	+0.3	118.47	118.47	118.84	124.55	+0.1	2.43	136.68	118.98	116.68	117.29	124.49	153.00	122.00	138.18						
World Ex. So. Af. (2181)	138.44	+0.3	118.47	118.47	118.82	126.10	+0.1	2.70	138.61	118.98	116.68	117.29	124.49	153.00	122.00	141.83						
World Ex. Japan (1789)	157.01	-0.2	134.44	132.36	134.86	142.57	-0.1	3.34	158.73	135.09	132.47	135.61	147.35	161.90	126.85	146.34						
The World Index (2242)	136.02	+0.3	119.03	117.19	119.41	127.59	+0.1	2.71	138.99	119.48	117.13	119.08	126.50	153.70	128.28	142.17						



# JAPANESE FINANCIAL MARKETS

SECTION III

Friday March 27 1992

**The atmosphere is so gloomy in Japanese financial markets that bad news has lost the capacity to surprise. There was hardly a ripple of reaction when the Nikkei index hit its lowest point in five years. But, writes Stefan Wagstyl, there are a few glimmers of hope amid the recession**

## Toiling in the rubble

JAPAN'S financial companies are labouring among the ruins after the collapse of the boom of the 1980s.

Some are being crushed by the weight of the debt and over-priced assets they bear. Others are trying to forage in the rubble. Many more are keeping their heads low, hiding in the cellars waiting for the day when it is once more safe to venture out.

The atmosphere is so gloomy that bad news has lost the capacity to surprise. Financial scandals barely raise eyebrows. There was hardly a ripple of reaction when the Nikkei index this month fell through the 20,000 level and hit its lowest point in five years. "There are no buyers in the market right now, only sellers. This year will be tough, just like last year. The next few years will also be tough," says Mr Koji Hoshi, a research director at Daiichi Life, the life insurer.

The main hope is that the authorities will lower interest rates and increase public spending to stimulate the sagging economy and bring back confidence into the markets. But, while the real economy

might well respond to such treatment, it is not clear that the financial markets would also spring back to life. Bankers and brokers are haunted by the shades of the 1960s when the stock markets fell into a deep recession even though the economy grew at a record rate.

The effects of the financial slump are not altogether bad - companies are being forced to restructure to achieve greater profits from core businesses, instead of relying on capital gains to bail them out. They need time to restore their scandal-tainted public reputations. Also, businessmen must come to terms with 10 years of financial deregulation. Moreover, Japanese financial companies' international competitors also face severe problems, particularly in the property market.

As Mr Yoh Kurosawa, the president of the Industrial Bank of Japan, says: "The situation in the Japanese property market is serious, but it is much better than New York, or London, or Melbourne." But many executives are too preoccupied with the short-term to look far ahead.

The biggest problem is dealing with those investors who bought high-priced assets - chiefly stocks and land - they can no longer afford to keep. Bankruptcies are mounting - companies which went bust last year left debts totalling ¥3,000bn, four times higher than in 1990, according to Teikoku Databank, a credit research agency. It estimates 1992 could see a further 100 per cent increase.

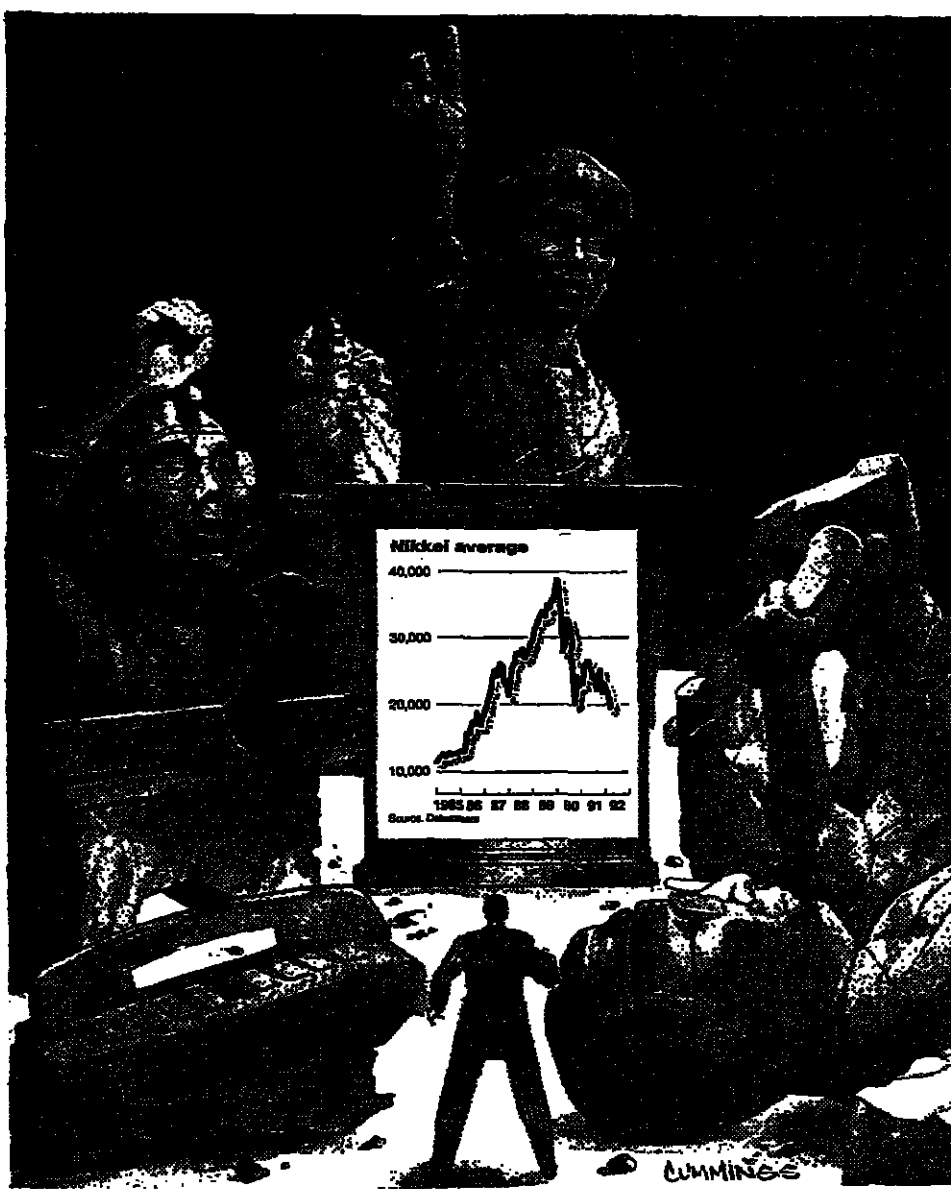
Published bankruptcies are the tip of the iceberg. The largest among them - Ms Nui Onoue, an Osaka restaurateur and stock investor, who was arrested for forging deposit certificates - owes ¥410bn. This is dwarfed by a contingent of over-extended international property groups, including Shunwa, EIB International which each owe over ¥1,000bn. Among lenders, the most exposed are financial companies, which were often prepared to grant credit to borrowers rejected by banks. Teikoku estimates that some ¥30,000-¥40,000bn of finance company debt to property companies may be hard to recover.

This does not put the banks in the clear, since many of the most aggressive finance companies are bank affiliates, such as Kogin Lease, which is tied to the Industrial Bank of Japan.

The burden is already pushing smaller banks into forced marriages with big groups. The Bank of Japan is doing its utmost to arrange mergers to prevent even a single bank failure. It denies categorically that the health of the financial system is in doubt.

But even if the survival of large institutions is not in question their ability to serve borrowers is. Dealing with bad debts is absorbing capital and management time, leaving less aside for new opportunities. Also, since Japanese banks count part of their stock holdings as capital, the decline in equities is also eroding their capital.

They have successfully boosted their reserves by raising subordinated debt but this is a temporary solution. The only long-term answer is to improve the profitability of the basic business, for example, by increasing loans spreads. Stockbroking companies are



in an even worse position. Banks at least have some good new businesses to develop, such as consumer lending. But the collapse in equity trading has robbed the securities industry of its main revenues. The settlement of post-boom disputes with investment clients has also brought brokers heavy losses.

For the year to the end of this month, 10 of the top 14 brokers have forecast pre-tax losses, including a ¥34bn loss

at Yamaichi Securities, the weakest of the Big Four companies. Smaller houses are already being taken over in rescue deals. The longer the recession lasts, the more likely it is that some larger companies will suffer the same fate. Financial companies are cutting costs. Advertising and entertainment budgets were the first to suffer. Next, came computer investment bills. Now, smaller companies are closing offices, including high-

cost foreign outposts. Stockbrokers, the worst-hit businesses, are slashing recruitment - even Nomura Securities, the strongest group, is reducing its graduate intake - from 1,555 last year to 1,000 in 1992 and possibly as few as 500 in 1993. For the moment, Japanese industry does not feel starved of funds. With the economy slowing, inventories are being run down and investments postponed. Companies are running down the cash reserves

they accumulated in the 1980s but the levels are still high by past standards - according to the Bank of Japan, the ratio of corporate liquid reserves to monthly sales stood near the end of last year at 1.7, down from a peak of 2.0 but well above the average of the early 1980s of 1.2.

Where companies are cutting capital investment it is usually not because of fund-raising problems, but because of their gloomy views of product markets.

It follows that further cuts in interest rates could have less impact on the real economy than the Bank of Japan might hope. As Mr Masashi Kojima, the president of Nippon Telegraph and Telephone, Japan's largest company, says: "Even if rates coming down will not stimulate the economy because there is an underlying lack of demand."

Slow growth would prolong the recession in the financial markets. Financial institutions have always in the past relied on growth to pull them out of trouble by creating opportunities for even bad assets to be sold off. This time, the stock and property markets seem so weak that the possibility of large-scale asset sales seem remote.

Yet, there are a few glimmers of hope. Even though the stock market has fallen through the 20,000 level, it has not dropped far below its range of the past 18 months. Even though few stockbrokers predict a strong recovery from these levels, prices might, perhaps, fall no further.

Similarly, parts of the property market show signs of life. After falling 30 per cent or so, prices may have stabilised in areas where there is real demand from users. Estate agents are reporting interest from potential buyers of small flats.

The other positive sign, is that the authorities have, so far, done very little to prop up the markets. At the ministry of finance, officials insist that market forces must be allowed to rule. They remain committed to a programme of further financial liberalisation - which includes lowering the barriers between banking and stockbroking and more interest rate deregulation. Meanwhile,

### IN THIS SURVEY

■ While the stock market has plunged the bond market has enjoyed something of a surge.....Page 2

■ The tide of funds has turned and overseas investment policies are being revised

■ Ripples of the "bubble" boom in property.....Page 3

■ Brokers face worst slump since the 1960s

■ Japanese banks, once the behemoths of international banking, today look like dinosaurs.....Page 4

■ Japan's investment giants face up to reality

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■ Japanese financial institutions in London and New York.....Page 6

Editorial production: Roy Terry  
Graphics: Bob Hutchison

at the Bank of Japan, Mr Yasuichi Miura, the governor, refuses to accelerate his plans to cut interest rates.

There is an element of bluff in the authorities' position. To prevent others from panicking, they must stay ultra-calm themselves. But, it is worth remembering that these are officials brought up in a strong interventionist tradition. The fact that they have so far resisted the temptation to act, indicates they hope financial companies can cope with the problems themselves.

This hope may prove to be misplaced. For example, the authorities are finding it difficult to persuade big banks to bail out Toyo Shinkin, the small Osaka bank which was involved with Ms Onoue. A rescue package will almost certainly have to be topped up with public funds.

However, it is a long way from one or two rescues, or even 10, to a more general crisis of confidence in Japan's financial markets. Whether the current financial recession might turn into such a crisis is impossible to say. But for the moment it seems unlikely.

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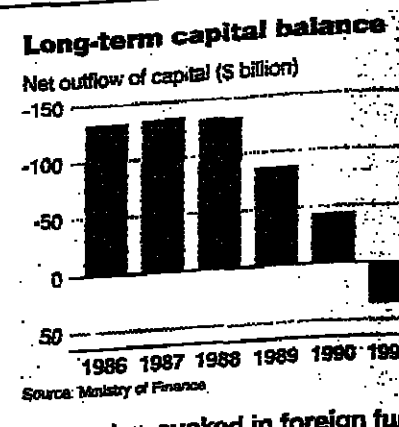
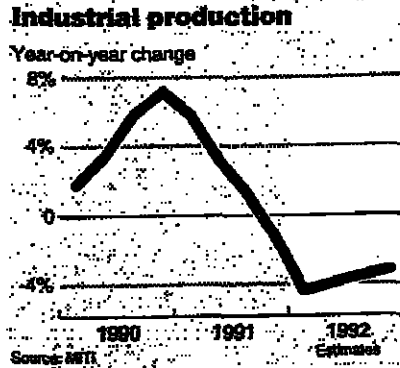
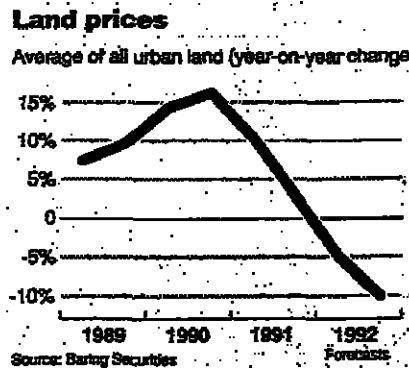
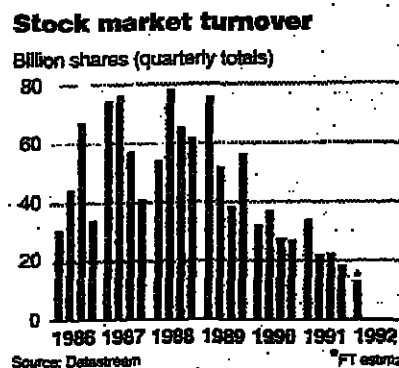
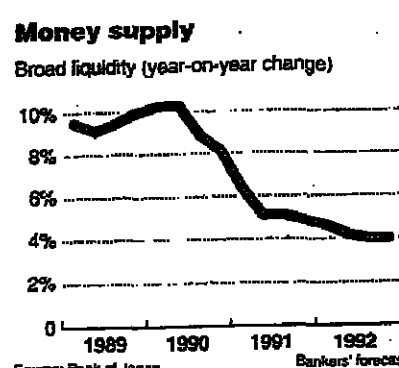


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# JAPANESE FINANCIAL MARKETS 2



As interest rates rose and the money supply plunged...so the stock and land markets slumped...the economy slowed, bankruptcies soared...and Japan, once the world's largest capital exporter, sucked in foreign funds

The bond market has enjoyed something of a surge, writes Simon London

## Slower pace pleases dealers

WHILE the Japanese equity market has suffered declines in trading volume and prices over the past year, the bond market has enjoyed something of a surge. Falling interest rates and an improving inflation outlook have contributed to a rally in Japanese government bonds (JGBs) prices. Bond yields at the 10-year maturity have fallen from a high of 8.72 per cent in September 1990 to around 5.4 per cent.

While the rally has been based squarely on domestic economic fundamentals, overseas buying of JGBs has added an extra zest to the rise in prices. Last year overseas investors bought a net \$21bn equivalent Japanese bonds, following a hefty \$17bn injection of cash in 1990.

However, like the equity market, the Japanese government bond market has seen a spectacular collapse in trading volume from the inflated levels of the late 1980s. Last year average daily volume in the cash market ran at around ¥4,000bn - only around half the level of 1987.

But where equity market participants see the decline in trading volume as a threat to market stability, bond market participants are generally pleased to see a less frenetic pace of activity.

The decline in volume is almost wholly attributable to a decline in proprietary trading by the big securities firms and banks. Investors have stayed in the market and the commissions of brokers has been largely protected.

The big Japanese banks and securities companies still take large positions in the market.

Daiwa, which accounted for around 15 per cent of all market turnover last year, estimated that around 40 per cent of its cash market activity is related to proprietary trading. However, the number of active players has declined and with it the volume of trading on intermediaries' own accounts. At the peak of the market there were 25 banks

Overseas buying of Japanese government bonds has added a zest to the rise in prices

with active JGB operations and 30 securities firms. Dealers estimated only a dozen securities firms and perhaps four banks were now active.

The decline in large position-taking has changed the behaviour of the market. "In the past dealers were only interested in whether Nomura was buying or selling on any given day. Now the JGB market has become more rational," commented Mr Eric Miller, head of bond futures at Barclays de Zoete Wedd in Tokyo.

The decline of market volatility has been accelerated by the development of financial instruments which allow intermediaries and investors to hedge bond market positions. Market participants can now choose from listed bond futures, over-the-counter options and options on futures.

By far the most popular derivative financial product is the 10-year bond futures contract listed on the Tokyo stock exchange, which trades an average of 2m contracts a month. Open interest is at present ¥15,000bn.

As with the cash market,

futures trading volume has declined as speculative money has left the market. Open interest in the 10-year bond future reached ¥18,000bn in 1989. Ten-year futures trading volume is down by around 30 per cent on its 1989 peak.

The concentration of cash and futures trading activity at the 10-year maturity is seen as a weakness by many market participants. The designated "benchmark" 10-year government bond issue attracts 99 per cent of all cash market volume.

Investors do not have access to a liquid financial instrument through which they can manage exposure to medium-term interest rate risk. Intermediaries can not easily undertake arbitrage trading by, for example, taking a short position in a non-benchmark government bond issue.

The lack of arbitrage trading between different maturities can lead to prolonged pricing anomalies which would soon be closed in other markets.

Some of the structural shortcomings of the Japanese bond market may be apparent to investors at the present time.

The best of the bull market in 10-year Japanese government bonds may now be over. While economists are anticipating at least another half point cut in official interest rates, bond yields at the benchmark 10-year maturity are probably close to bottoming out. Many investors are looking to switch into shorter-dated bonds, but are struggling to find appropriate

liquid instruments.

Japan is also notable for lacking a developed corporate bond market - something that bankers are keen to remedy.

In the past, most Japanese companies have raised debt finance either from banks or in the international bond market, not least because the fees of underwriting firms were lower.

But new practices have emerged and fees are being trimmed. Last autumn, Nippon Telegraph and Telephone launched the first Japanese domestic bond issue sold to investors under the fixed price re-offer mechanism favoured in the international bond market.

Companies are also being allowed to issue shorter maturity bonds. In the past, only corporate bond issues over five years maturity received regulatory approval, a policy designed to keep the shorter maturity funding market free for banks. In January last year, Chugoku Electric launched the first four-year domestic bond issue by a Japanese corporation. Earlier this year Tokyo Electric Power launched the a three-year issue.

The combination of new techniques, lower fees and more flexible maturities is likely to attract more Japanese companies to the domestic bond market in favour of the international market.

Formidable obstacles to the development of a liquid corporate bond market do remain, however. For example, clearing and settlement of corporate bonds remains cumbersome. Banks and securities firms have yet to agree on how a new streamlined system would work.

CALLS for radical change in the structure of the Japanese stock market are no longer the preserve of foreign analysts.

The persistent weakness of stock prices is leading even those close to the heart of the system to question whether a rally can be sustained without a change in the attitude of Japanese companies and investors towards equity investment.

Last year, many market participants were anticipating a cyclical upturn in equity prices as lower interest rates fed into an improved economic outlook and increased buying of equities by domestic investors.

Foreign investors shared this view, pumping \$48bn into the market last year at a time when most domestic investors remained on the sidelines.

Yet even though short-term interest rates have been cut to 4.5 per cent, from 6 per cent in 1990, equity prices remain in the doldrums. The Nikkei index closed below 30,000 on March 16 for the first time since February 1987.

There is a perception that the equity market has never found a level at which an equilibrium of buyers and sellers provides a foundation for recovery. "Tokyo stock prices were never allowed to hit bottom," argued Mr Gilles Fland, president of Societe Generale in Tokyo. "We are now caught in the silt."

The main target for domestic criticism is the low level of dividends paid by Japanese companies. Even after a near 50 per cent fall in share prices since 1989, the Tokyo stock market yields just 0.7 per cent.

The Japanese Securities Dealers Association recently issued guidelines which would prevent companies which pay out less than 30 per cent of earnings in dividends from issuing more shares raising equity-linked finance.

In the absence of dividend income, the only incentive to buy Japanese equities is the

## STOCK MARKET

## More call for change

prospect of a large capital gain. Since there is now deep uncertainty about the prospect for share price appreciation, domestic buying of equities has almost ceased.

Daily turnover on the Tokyo stock exchange now averages around 200m shares, well below the peak of 1,700m shares a day in June 1988.

Yet the low level of dividends may only be a symptom of a deeper malaise. Low dividends are partly the result of the system of equity cross-holdings between Japanese companies. Analysts estimate out of a total market capitalisation of ¥340,000bn, only ¥150,000bn is ever likely to be traded. The rest comprises long-term strategic stakes which cement relationships between corporations.

In addition, many companies diverted surplus cash into the equity market in the 1980s as a way of boosting profitability. The money was mostly invested through tokkin funds, which allow the companies to account separately for financial assets and convert the capital gain from rising stock prices into a cash dividend.

Until recently, pension funds and life assurance companies have also not demanded dividend growth. Most face only limited competition and fixed liabilities rather than pay-outs linked to inflation. Investment strategy has been geared to security rather than real dividend growth.

However, even if Japanese companies paid out all of their forecast 1991 earnings in dividends the Tokyo stock market would still yield only 2 per cent. Inflation is forecast to

run at about 2 per cent this year.

Such figures have prompted calls for a change in industrial objectives away from the pursuit of market share and towards higher margins.

"Japanese companies must start to concentrate on return on equity rather than market share," commented Mr Atsushi Saito, executive managing director at Nomura. "This should be reflected in accountability and the treatment of shareholders."

Until these kinds of structural changes are achieved, the only factor likely to support stock prices is anticipation of economic recovery, a further expansion of global market share by Japanese companies and a resulting rise in share prices. A favourite analogy among analysts is that the Japanese economy and stock market is like a bicycle: it can only remain in balance when travelling fast. It remains to be seen whether the authorities can generate sufficient economic momentum to restore confidence.

Monetary easing alone has yet to provide sufficient stimulus and many economists see the need for a substantial fiscal boost. Yet there is little prospect of an expansionary fiscal policy while government remains preoccupied with the recent succession of financial scandals. The budget before the upper house of the Japanese parliament will increase government expenditure by a modest 2.7 per cent.

Meanwhile, analysts are forecasting a 15-18 per cent decline in corporate earnings for the year to the end of March. A 6-8

per cent decline is expected for the year ended March 1993.

The squeeze on corporate profits could multiply into further stock market weakness. Liquidation corporate sector financial assets was a key factor in the fall of the Nikkei average below 20,000 as tokkin funds were wound down ahead of the year end.

Mr Peter Tasker, equity strategist at Kleinwort Benson, estimated that ¥6,000 to ¥8,000bn equity investments held by tokkin funds could be liquidated this year. This amounts to around 5 per cent of liquid market capitalisation.

If it comes, the impact of such a liquidation will depend on whether other buyers have returned. Anecdotal evidence suggests the consistent buying of equities by overseas investors has now ceased. Against this, Japanese retail investors bought a net ¥50bn equities in February, the first month of net buying since April 1991.

Many analysts do see long-term value in Japanese equities at present levels. Mr Peter Norton, head of research at Baring Securities in Japan, predicts profits growth of up to 25 per cent in the year to March 1994 as Japanese companies benefit from a cyclical upturn in the world economy and greater efficiency, particularly in the service sector.

Mr Norton's biggest concern is that the domestic focus has swung too far towards gloomy introspection. "The weakness of the equity market is in itself distorting perceptions of the fundamental strengths of the Japanese economy," he said.

Simon London

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\* Figures for fiscal year 1990

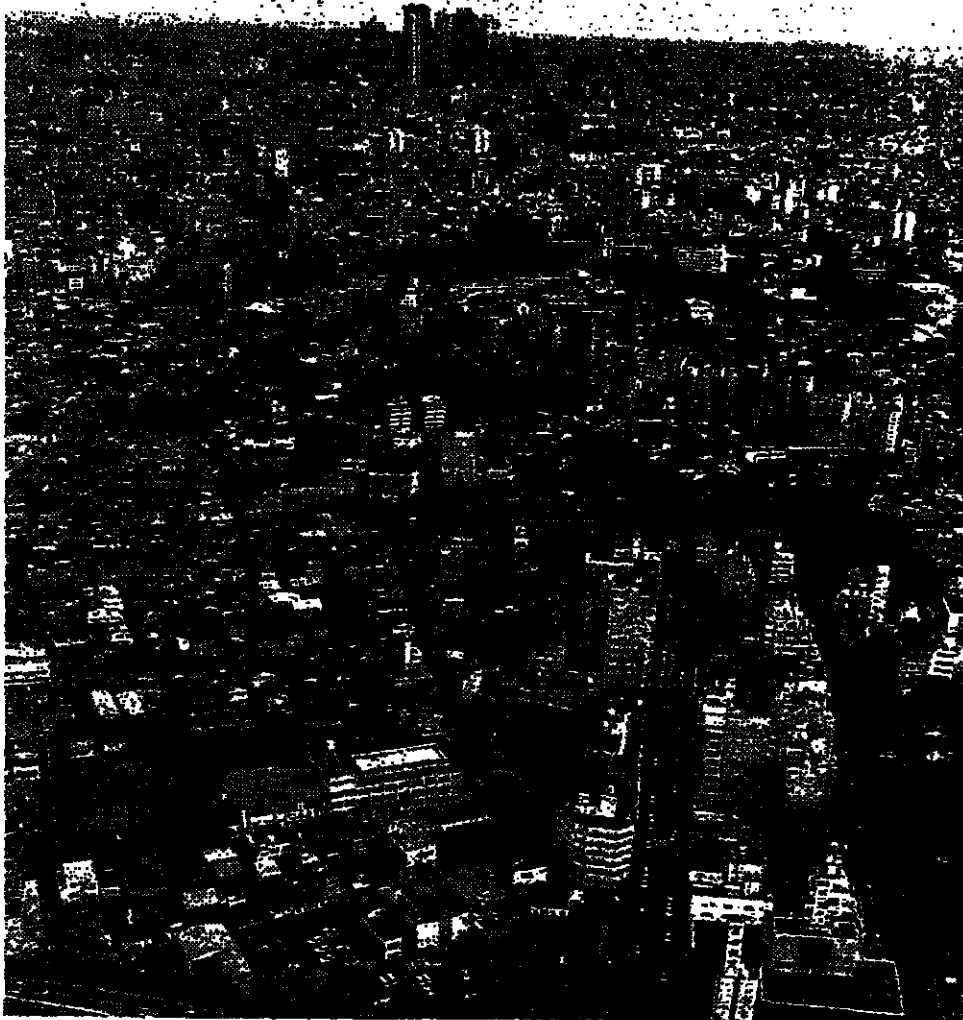
\*\* 141 Yen = US\$ 1

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## JAPANESE FINANCIAL MARKETS 3



Sprawling Tokyo: apartment prices have been flat for the past three years

There are signs the property market will soon touch bottom

## Ripples of the 'bubble boom'

IN EBISU, on the fringe of central Tokyo, the Shinokami real estate agency is able to find tenants as soon as new apartments surface, and rents are high and still rising. But, in Osaka, Japan's second largest city, developers are struggling to find buyers for apartments whose prices have fallen 40 per cent and are still falling.

The downturn in the Japanese property prices over the past two years has been as erratic as the surge in prices during the 1980s, when speculative fever gripped investors, and office buildings, resorts and apartment blocks sprouted in ever more remote areas.

There are signs that the market will soon touch bottom, but property companies are agreed that recovery will come gradually and unevenly. Developers say that the rapid build-up of unsold apartments last year has slowed, while estate agents

There are concerns that the property debt burden inherited by Japanese banks will limit their ability to lend for new investment

have noted inquiries increasing in tandem with the decrease in interest rates. Housing loan approvals in the October to December quarter rose 29,000 from a year earlier to 131,000.

But there are also concerns that the property debt burden inherited by Japanese banks will limit their ability to lend for new investment, and that ill-conceived projects begun before the market downturn will continue to appear on the market, keeping prices and confidence soft for the next year or two.

Japanese property, like the stock market, had been regarded as a safe bet in the 1980s, and even when Tokyo prices rose by 78.8 per cent in 1987, the general presumption was that the limited supply of land in the capital would ensure prices could only go higher.

Apartment prices in central Tokyo have been flat for virtually the past three years, with a fall of just over 1 per cent last year, and the most widely accepted estimate is that the price of land in Japan has fallen by an average of about 30 per cent over the past two years.

Professor Shunsuke Ishihara, chairman of the Association for Real Estate Sciences, reckons that apartment prices in greater Tokyo, including the Yokohama area, have fallen by an average of 20 per cent, while prices in Osaka have fallen by 40 per cent since the market turned sour. Meanwhile, housing starts have fallen from a peak of 1.7m a year in 1990 to 1.57m last year, and the industry expects demand will remain at around 1.3m units for the next few years.

"We simply cannot expect the same sort of development growth as the 1980s, but in the coming four to five years we will see moderate growth of perhaps 4 per cent," Professor Ishihara said. That is a more modest expectation than the 22.7 per cent growth in apartment starts in 1987.

New unit starts		
Year	Total units (m)	% change
1985	1.24	4.1
1986	1.36	10.4
1987	1.67	22.7
1988	1.68	0.69
1989	1.66	-1.3
1990	1.71	2.7
1991	1.57	-19.7

Source: FT estimation

Daikyo, the leading apartment 'builder', has seen its stock of unsold Tokyo apartments surge from 3,000 in 1990 to 9,000 last year, but said that the scaling down of new construction plans has already slowed the build-up.

Demand for the company's new Tokyo apartments had been at around 41,500 a year in 1990, but Mr Katsuhiko Muramatsu, Daikyo's deputy-president, said 26,000 apartments a year is a more sustainable level.

"There is still demand for apartments that are reasonably priced and in a good location. One positive effect of the slow-down is that costs have also fallen. Land prices are down about 30 per cent, and the construction cost is now 10 per cent lower than a year ago," Mr Muramatsu said.

However, he said that the average price of a two-bedroom, family-style apartment has remained steady at around ¥55m, and Daikyo is now aiming at the middle-class buyer with a budget of around ¥50m rather than the wealthier client willing to spend ¥100m because the demand for luxury apartments has been particularly weak in the past year.

The landscape for the office market varies by district, with the Tokyo business district still showing 99 per cent occupancy, but Ikoma Corporation, a commercial real estate broker, estimating that the rate has fallen from 99.7 to 94.5 per cent in the six months to December in one district on the fringe of the city.

Mr Ipppei Itoh, Ikoma's general manager, said that the market has entered a "very interesting transition period" and that landlords in softer areas have been forced to be more flexible in negotiating deposits and rents.

"It is still a seller's market in central Tokyo, but prospective tenants are now at least able to negotiate with landlords. In the past, there was a long queue of people wanting space," Mr Itoh said.

He expects that Japanese banks' wariness of the real estate market will limit the number of new projects in the next year, and lead to a gradual soaking up of the space excess. "The banks are very conscious of their capital adequacy ratios, and they are trying to cope with bad debts now in real estate."

The ministry of finance, concerned at the banks' property exposure, had imposed curbs two years ago on lending for development in the hope of starving speculators of funds. At the same time, banks have had to assist clients by holding land off the market, and restructuring a few of their larger property developer clients.

"We are still feeling the ripples of the bubble boom," Mr Itoh said.

Robert Thomson

IN THE good old days of soaring Tokyo stock prices, the easy profits to be made at home more than compensated for the risks, foreign exchange and other, of chasing yields in foreign securities markets.

The tide of funds has definitely turned, and Japanese insurance companies and banks, the leading purchasers of foreign securities, are revising their longer-term strategies. And, in the short term, they are cashing in some foreign holdings before the close of the financial year in March. Spectacular increases in Japanese purchases during the "bubble" era of the late 1980s and the sharp fluctuations in capital flows during the past two years of financial turmoil in Tokyo have complicated the charting of Japanese investment intentions.

Each of the two eras has been characterised by leaps or plunges in investment levels and, while calmer, clearer trends are yet to emerge, Japanese institutions say that the experience has prompted a reappraisal of their holdings of foreign securities.

Mr Haruaki Deguchi, the senior manager of investment planning at Nippon Life, said his industry has been "thinking about rebalancing our assets, especially our foreign denominated assets". The likely result, he said, is that Japanese institutions will reduce the foreign securities share of their assets, which in his company's case stands at around 19 per cent, to between 10 and 15 per cent.

"We want to change the philosophy of our investments, and we want to reduce the currency risk. We will be responsible about this change, and keep the volume of foreign investments at about the same level, but because of the inflow of our new money, this level will fall as a percentage of total assets," Mr Deguchi said.

Instead, Mr Deguchi said, his industry will increase its lending to Japanese businesses, an option which has become more lucrative with higher domestic interest rates. This policy coincides with the willingness of Japanese companies to pay market rates for money, having realised the stock market's inability to digest equity issues will endure.

"We want middle level returns and low risk, and with the business loans we can get good returns and not have to worry about the foreign currency exposure. We were more interested in higher return, higher risk investments in the 1980s, but now that our cushion of hidden share profits is gone, we are more cautious," Mr Deguchi said.

Net purchases of foreign bonds peaked at \$94.1bn in 1989, fell sharply to \$29bn in 1990, and recovered to \$63.2bn last year. The change in direction has been more dramatic in purchases of foreign stocks,

### Net Japanese purchases of foreign stocks and bonds (\$bn)

	Stocks	Bonds
1986	7.0	92.4
1987	16.9	72.9
1988	3.0	85.8
1989	17.5	94.1
1990	6.2	29.0
1991	3.8	63.2

Source: Ministry of Finance

which fell from \$17.9bn in 1989, to \$6.3bn in 1990 and \$3.8bn last year. For January, net sales of foreign stocks were \$2.4bn, a record, and the figure is expected to remain high in February and March.

Meanwhile, direct investment also slowed last year, down from \$48bn in 1990 to \$31.2bn last year, the ministry of finance reported. The fall was caused partly by the difficult financial conditions at home, which have increased the cost of capital and made companies more selective about foreign exposure, particularly in property markets.

Leading property investors during the late 1980s, including EIE International and Kumagai Gumi, the construction company, have become sellers. Life insurance companies have reduced purchases, and medi-

um-sized industrial companies which dabbled unsuccessfully in foreign property are unlikely to return to the market for a while.

Manufacturers are continuing to invest in foreign production facilities, as the labour shortage at home and the promise of lower production costs in other Asian countries, particularly southern China, remain good reasons to invest. Some companies are delaying investment plans because of falling profits at home, though, for others, the tougher conditions are an incentive to establish facilities abroad.

Acquisitions of foreign companies also declined last year, with purchases of US companies down from \$11.9bn to \$3.8bn, according to Uimer Brothers of the US. Japanese takeovers in Europe rose in number from 70 to 72, though the value of the acquisitions fell from \$3.9bn to \$1.9bn.

Foreign bonds will remain the prime target for institutional money, but Mr Motoharu Fujikura, the director of the international capital division at the ministry of finance, said the yen's weakness over the past month has provided an incentive for companies to reduce US bond holdings.

Mr Fujikura explains the pool of life insurance funds has

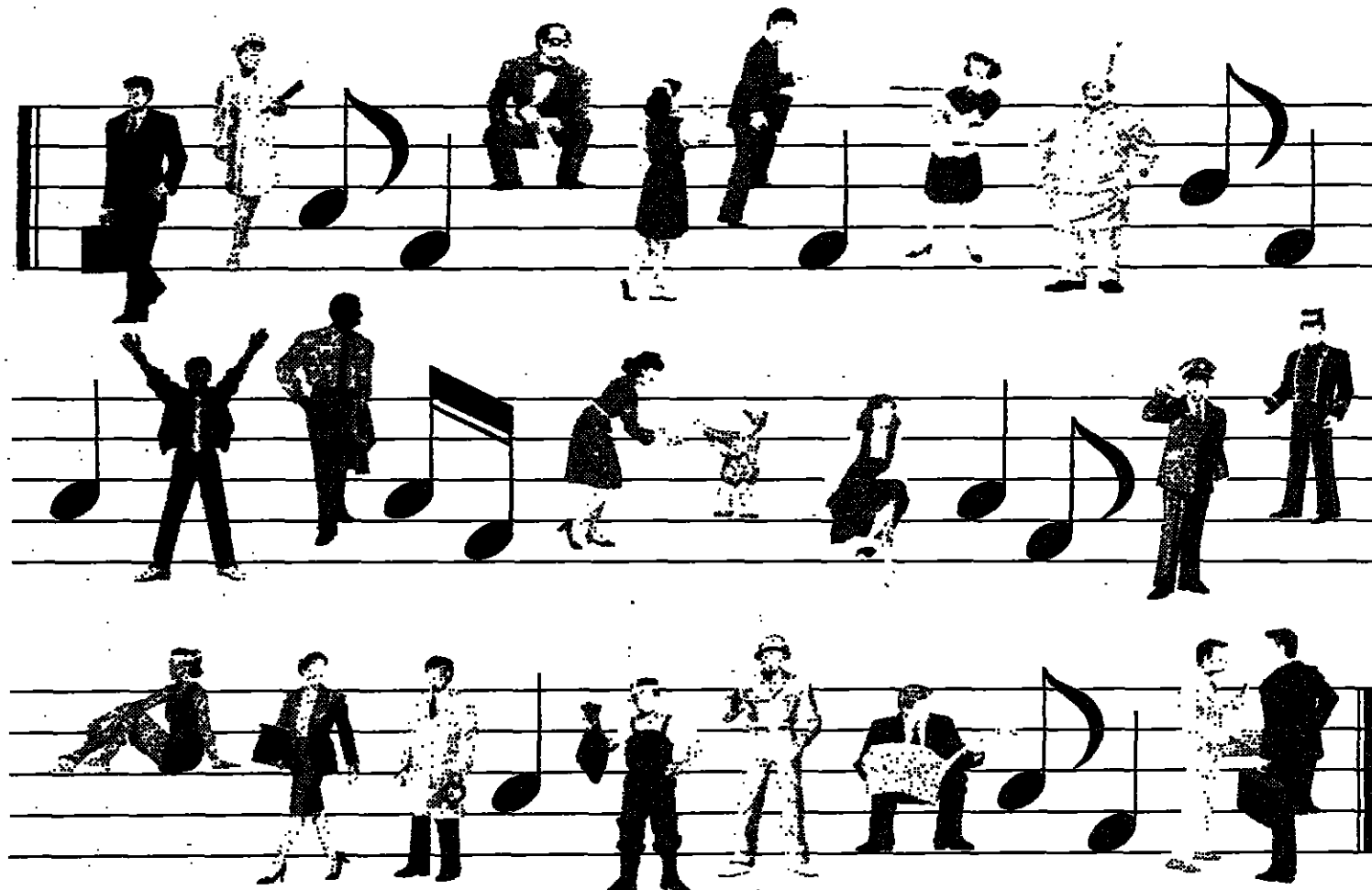
also been partly drained by an increase in demand for subordinated loans from banks, which are seeking to bolster capital adequacy ratios eroded by the effects of weak Tokyo stock prices on their unrealised gains on shareholdings.

"When we look at future trends, we obviously have to take into consideration the international economic situation. The insurance companies have been increasing their loans to banks, and if domestic interest rates remain high, they will increase their business loans. They are very concerned about the exchange rate risk," Mr Fujikura said.

While the level of funds invested abroad may be smaller, the sophistication of the investments will increase, according to Mr Deguchi at Nippon Life. He said that "we will have to work harder as investors", and this will mean becoming more familiar with emerging investment opportunities in Asia and Europe, and less focused on the US.

"In Asia the level of growth attracts us, but the legal restrictions on investment make it difficult. You have to worry about currency and tax regulations. That is why loans to Japanese companies are so attractive," Mr Deguchi said.

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## JAPANESE FINANCIAL MARKETS 4

Stefan Wagstyl on the troubled banking sector

## Dinosaur syndrome

JAPANESE banks, until recently the behemoths of international banking, today look like dinosaurs, burdened by their huge size and very uncertain about their future.

They are in a triple bind: capital is short, bad loans weigh heavily on their balance sheets and a slowdown in the Japanese economy is reducing opportunities to lend money at a profit. "We are going to have a very hard time for the coming five years or so," says Mr. Tokyo Inoue, a managing director of Dai-ichi Kangyo Bank, Japan's largest bank.

Bankers say it could take five years to get over the difficulties. Borrowers at home and abroad will find credit more difficult to secure than at any time since the 1970s - and more expensive.

But the outlook is not wholly bad - the recession in Japan's financial markets is forcing banks to weed out unprofitable business and concentrate on profits. The stronger banks will remain formidable competitors in domestic and international markets. The weaker ones are in danger of losing their independence.

Also, even though deregulation has reduced the Japanese authorities' ability to control the markets, both the Bank of Japan and the ministry of finance retain considerable reserves of power. They will try to make sure even in these difficult times Japan does not suffer the ignominy of its first post-war bank bankruptcy.

Moreover, if Japanese banks are suffering, so are many international rivals, as shown by the recent credit crisis at Olympia and York, the Canadian-based world's largest property development company.

After the Nikkei index's fall below 20,000, the banks' main concern is the effect of falling share prices on capital reserves. Under rules set by the Bank for International Settlements, Japanese banks are allowed to count as capital a portion of unrealised gains on their stock holdings. The lower the market falls, the smaller the unrealised gains. At 20,000, leading commercial banks are close to the 8 per cent ratio of capital to assets which the BIS set as a minimum.

The BIS standard does not apply until next year. But

banks cannot afford to wait until then to put their balance sheets in order - they must act now to cut asset growth and bolster capital. "We are standing on the edge of a cliff," says one leading banker.

For the big city (commercial) banks asset growth has already fallen from more than 10 per cent a year in the late 1980s to around 5 per cent in the year to the end of March 1992, and could slip further next year.

With the economy slowing and corporate cash levels high by historic standards, most of industry has yet to feel the squeeze. How soon the crunch comes will depend on how quickly the economy recovers.

Meanwhile, unable to raise new equity because of the stock market's weakness, banks are defending balance sheets by securing subordinated loans, which count as capital under BIS rules. The city banks have raised around ¥1,700bn in this financial year and plan to raise a further ¥300bn or so by the month's end. This follows ¥4,000bn raised in the 1990 year.

Banks are also urgently trying to raise profitability, prin-

cipally by widening lending margins. So basic business profits for the year to the end of March should rise sharply - by around 30 per cent for city banks, according to industry estimates. Pre-tax and net profits, which take account of loan write-offs, stock investment losses and other charges, will

be once feared. The worst results among leading banks are likely to come from scandal-hit Fuji Bank, which has suffered losses associated with a fraudulent loan scheme. Fuji has forecast a 74.9 per cent decline in net profits to ¥30bn. A poor result, but one that still leaves the bank in the black.

If the economy fails to recover as soon as the government expects, then the threat of a squeeze on credit will recede. However, this will also bring banks little relief since slower economic growth will erode customers' profits and so push more borrowers into difficulties.

Moreover, banks are also suffering from an overhang of bad and doubtful debts incurred during the speculative boom of the 1980s. Some, at least, of these loans will have to be written off against reserves - further eroding the banks' capital and reducing their ability to expand lending. As much as possible, banks will try to avoid write-offs by taking sessions of land and stocks held as collateral and waiting for an opportunity to sell.

Banks keep silent about the true extent of their problems: under Japanese regulations they are not required to publish figures for the size of bad and doubtful debts. The ministry of finance may change the rules next year but even then many problem debts are expected to stay hidden. Outside estimates of the bad and doubtful loans of leading banks range up to ¥20,000bn.

Some banks are much worse off than others. Long-term credit banks and trust banks generally have stronger BIS ratios than commercial banks. But their exposure to problem debtors is also bigger. For example, the Long-Term Credit Bank is a major creditor of KBE International, a debt-laden land and hotels group which recently revealed debt and asset restructuring plans.

In the past, Japanese banks have relied on economic growth to pull them out of trouble by creating opportunities to sell debt-laden assets. This time, bankers will have a long wait before they can be sure that they are free of their problems.

Brokers face the worst slump since the 1960s, says Emiko Terazono

## Scandals dash recovery hopes

HOPES of a return in investor confidence toward the Tokyo stock market have been dashed by the recent scandals involving manipulation by brokers of clients' investment accounts.

The revelations of the tobacco disputes - brokers trying to window-dress clients' accounts by shifting loss-making investments - could not have come at a worse time. Japanese brokers, already battered by the sharp falls in stock prices in 1990, and deteriorating investor confidence brought on by last year's revelations of stock scandals, face the worst slump in prices and turnover since the 1960s.

Daily activity in the stock market has remained below the 300m level, as investors have continued to shun equity investments. In February, daily average volume fell to 198m shares, the lowest level since June 1982, down from more than 1bn at the height of the bull market. Analysts point out that to break even, the large brokers need at least 300m shares, while for the medium and smaller brokers, the figure rises to 500m to 700m.

The Big Four brokers - Nomura Securities, Daiwa Securities, Nikko Securities and Yamaichi Securities - recently revised down their profit forecasts for the year to March. Only Nomura managed to maintain net profits. Yamaichi and Nikko have been hurt by the market slump, and Daiwa, which expects to be in the black at the pre-tax level, is forecasting a net loss of ¥43bn due to extraordinary losses of ¥72bn from the tobacco scandals.

However, problems at the Big Four, which have corporate underwriting business as one of their main pillars of business, are not as severe as those at the medium-sized brokers, which rely heavily on brokerage commissions.

Of Japan's 280-odd brokers, the medium-sized brokers, which invested heavily in computer networks and increased overheads to maintain competitiveness, have been hit the hardest. Nine out of 10 of the ten second-tier brokers expect earnings losses on both pre-tax and after-tax levels.

Since costs on capital investments are fixed and staff cuts are not normal practice in

Japan, the brokers have resorted to cutting expenses such as advertising and entertainment, closing branches, and selling off real estate holdings.

Takagi Securities, a medium-sized broker listed on the second section, recently announced the closure of its London-based affiliate. Larger second-tier brokers, such as New Japan Securities and Sanyo Securities, have started to close domestic branches.

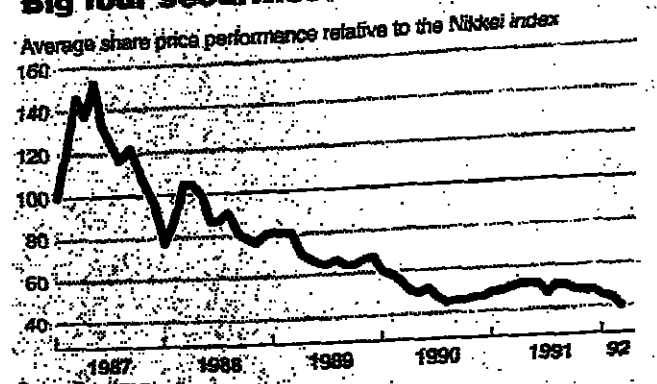
Yet, cost-cutting schemes are not as drastic as one may expect. Analysts point out that such moves will not be enough to compensate for the sharp declines in revenue. "Brokers ages don't have much fat on them, thus there isn't much room for cost-cutting," says Mr. Robert Zielinski, financial analyst at Jardine Fleming.

With an increase in competition due to financial liberalisation slated for next year, where barriers between the banking and securities industry are being eased, restructuring of the securities industry seems unavoidable.

However, Mr. Zielinski says as long as companies refuse to cut staff, rationalisation of the industry brokers will occur when some securities companies fail. "There is no use in combining two small losers into one big loser," he says.

While small brokers in the UK and US operate in niche markets, Japanese brokerages are not specialised, and for most brokers, the bulk of operations are concentrated in Tokyo. In a desperate attempt to survive, brokers have tried to attract individual investors

## Big four securities houses



back into the market by promoting long-term stock investments, rather than increasing turnover by telling investors to buy and sell stocks on a short-term basis.

Looking after the individual client's "portfolio" has become the trend in the industry. "We're telling customers that stocks will surely rise in five years' time," says Mr. Kikuo Noguchi, managing director of National Securities.

Some analysts point out that such a strategy would not work considering the nature of the industry and the untrained salespeople. Volume in the late 80s was generated by the Big Four promoting issues they had underwritten using "themes". The brokers would think up a theme which would give a reason for a stock to rise. The theme would be used to orchestrate buying among institutional investors, and also to convince individuals to commit funds to the market.

However, such techniques are now frowned upon by authorities, and investors are becoming more concerned about the real "value" of their stock investments, such as price earnings ratios and dividend ratios.

"Using themes is the only way the Big Four brokers know how to sell stocks, and following the Big Four is the only way the smaller brokers know how to do business," says Mr. Kiyoshi Nikami, senior economist at Japan Securities Research Institute. Mr. Nikami says smaller brokers are even starting to grumble that the present slump has been brought on by the lack of thematic trading generated by the Big Four.

Futures and options trading has also been blamed as another culprit of the market slump by smaller brokers. Initial resentment that heavy activity in the futures markets was distorting the thin cash markets, was focused on foreign brokers who have been generating profits by actively trading the futures and options markets.

Tensions between foreign houses, which are leading players of the derivative markets, and financial authorities are rising as authorities try to curb derivatives trading through restrictive measures. Mr. Atsushi Saito, executive managing director at Nomura Securities, says that the reactions of the Japanese brokers and authorities is unavoidable. "If Japanese brokers were making huge profits in New York while US houses were losing money, what would happen?" he asks.



Tokyo stock exchange: battered by the sharp falls in prices

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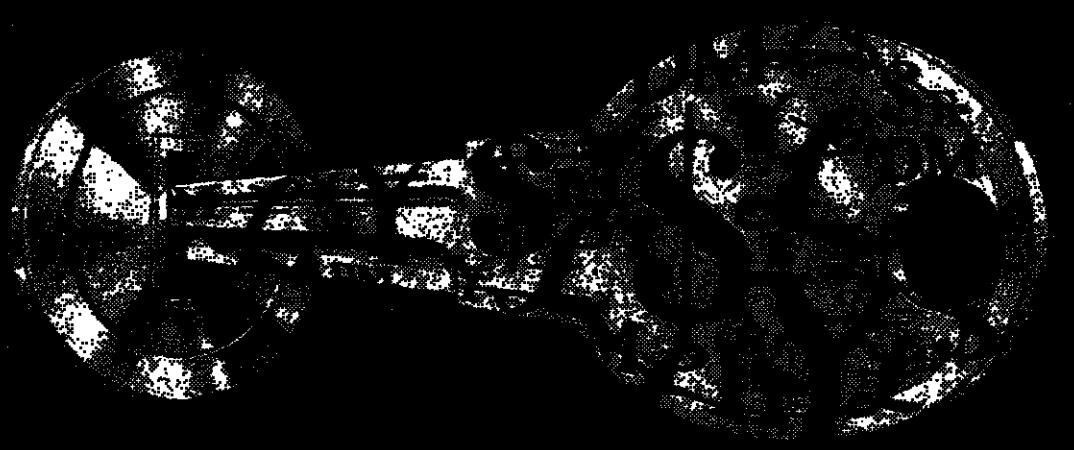
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## JAPANESE FINANCIAL MARKETS 5

	INVESTMENT OF CASH FLOW* (¥'000bn)						Loans	Property	Cash and others	Actual cash flow	
	Total securities	Foreign securities	Domestic securities	Domestic bonds	Of which govt bonds					1991	1990
Trust accounts <sup>1</sup>	2.2	2.1	-0.8	0.7	-0.3		2.6	0.3	-0.6	4.6	4.6
Securities investment trusts	-3.8	1.1	-3.9	-1.5	-0.8				-3.8	-7.5	-5.7
Insurance companies	4.5	0.3	3.4	1.8	0.4		6.4	0.6	3.1	14.8	18.6
Life insurance	4.0	0.2	3.0	1.8	0.7		6.0	0.4	1.7	12.2	16.0
Non-life insurance	0.4	0.1	0.3	0.2	0.0		0.4	0.2	1.4	2.4	2.5

\* Cash flow may be defined as the difference between outstanding assets at the end of the month with the previous month. It includes valuation. 2. Total bonds figure includes bonds held for trading, which are not included in the other three categories of bonds. 3. Any type of trust account held by a trust bank.

Source: UBS Phillips &amp; Drew

Emiko Terazono discusses the investment policies of institutions

## Giants face up to reality

JAPAN'S institutional investors, once seen as the formidable giants moving international and domestic financial markets, are now being forced to change due to the stock market slump and ongoing financial deregulation.

Fund managers operating institutional funds, for the first time in the postwar period, have started to consider performance, responding to changes in investor attitudes.

Mr Haruki Deguchi, senior official of financial and investment planning at Nippon Life, Japan's largest life insurer, describes the changes in the life insurance industry as "a weird child finally growing into a normal adult".

Inflow of new money at the life insurers has declined as individual investors are offered more investment products giving returns in line with market rates. The amount of new money, which grew at rates as high as 20 per cent in the years of loose credit of the late eighties, because of the diversification of investment products, has halved to about ¥140,000bn for the fiscal year ending March 1992.

The companies also face the decline in unrealised gains on stock holdings as share prices have plunged. In addition, the industry, one of the most heavily regulated financial industries, faces liberalisation, where dividends offered to policyholders will be deregulated.

Along with dividend deregulation, a rule which forbids insurers to pay annual dividends to policyholders from capital gains is also likely to be abolished.

Japanese life insurers fund their dividend payouts with yields from bonds and real

estate, interest from loans and dividends from stocks. However, the ministry of finance, to increase equity purchases, allowed the life companies to include capital gains on token - specified money trusts. The insurers are also allowed to count the coupon on foreign securities as returns, rather than the actual yield after the bond has been hedged for currency movements.

Insurers reckon that while returns on investments total only 5.5 per cent at the most, dividends on policies are around 6.5 per cent. Until now, the insurers covered the 1 per cent loss by realising gains on

long-term shareholdings. This system, however, has become an increasing burden on the insurers due to the sharp falls in the stock market. Mr Deguchi claims that unrealised gains have declined to 60.5 per cent of the 1986 figure.

From now on Mr Deguchi says insurers will evaluate investments by its net total returns - which until now, the industry did not find necessary.

This year, Nippon Life plans to invest 40 to 50 per cent of new money into corporate loans and 10 per cent into domestic bonds, and 30 per cent into short-term money markets. High-risk investments will be kept at a minimum level, with investments in equity, real estate and foreign securities each totalling 5 per

cent of new money at most.

Mr Deguchi says Nippon Life is aiming to reduce its 30 per cent exposure of outstanding investments to real estate and stocks to zero per cent in the next few years.

Meanwhile, the stock investment trusts' redemptions have recently slowed down. Last year, the stock market slump prompted pre-maturity redemptions of stock funds, pushing up redemptions 2.4 times.

The net asset value of equity and bond investment trust funds fell 9.8 per cent last year with net assets of stock funds down from ¥35,077.2bn at the end of 1990 to ¥32,563.4bn.

Individuals, who are unable to afford to trade directly in shares, originally preferred to invest in trust funds. However, even at the height of the bull market, returns have not exceeded the rise in the market, since the objective of the funds has not been to outperform the stock market, but to offer a better return than that of bank deposits.

The 16 investment trust companies, tied with securities houses, have been ideal buyers for the unwanted shares of brokers had underwritten.

However, the weakness of stock prices and deteriorating confidence towards the securities industry has prompted a change in investors' attitudes. Investors, both institutional and individual, are shunning the unit-type, or closed-end type trust, which can be redeemed only after a designated period of time, and are turning to the open-end fund, which can be withdrawn on demand without penalty.

According to UBS Phillips & Drew, open-end funds now comprise 35 per cent of stock fund assets, compared to just

10 per cent in 1988. Since open-end funds invest an average 70 per cent in equity compared to half that for closed-end funds, the industry's exposure to equity investments is expected to increase.

Japan's pension funds, jealously guarded by life insurers and trust banks, are also facing slow but sure signs of change. Total assets of private pension funds grossed ¥38,500bn last year, and is expected to hit ¥100,000bn by 2000. Public pension and mutual aid programmes hold ¥113,000bn in assets.

Although the life expectancy in Japan is the longest in the world, and the population is ageing rapidly, the country's pension schemes lag in quality of management.

The recent appointment by Nagasaki, a leading retail chain, of Invesco MIM, the UK asset management company, to manage a portion of its pension funds, surprised the industry, as Japanese companies tend to choose fund managers on shareholding and other business relationships.

Nagasaki, however, said its decision was performance-oriented. Such choices are likely to increase in the near future once the schemes start maturing and payouts increase. "Japan's pension funds will have to start to make return oriented investment decisions," says a life insurance company official.

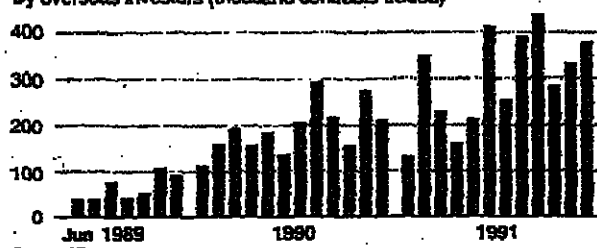
The entry of asset management companies into the industry in 1990, and foreign asset managers last year, has also increased the availability of performance-based competition. The Pension Fund Association recently set up a committee to review returns on pension fund management.

Simon London looks at foreign stockbrokers and banks

## Profits are still flowing

## Stock index trading volume

By overseas investors (thousand contracts traded)



Source: BZW

WHILE most Japanese financial institutions are struggling to break even, foreign banks and securities companies in Tokyo claim to be making a healthy profit.

In some areas foreign institutions have benefited from the weakness of domestic players. For example, foreign banks were able to increase lending to blue-chip Japanese corporations as the domestic banks cut back on asset growth. However, unlike their Japanese rivals, foreign banks and securities firms have not pursued

market share as a strategic objective. Many are now reaping the benefits of strategies which emphasised high margins in favour of high volume.

For example, foreign banks have never taken more than 3 per cent of the corporate loans market in Japan. By the end of last year market share was probably close to this historic high, but is now declining as foreign bankers become more cautious about credit risk.

Bankers reject the suggestion that there is any problem gaining access to the corporate loans market. "There is business out there for any bank which wants to lend," commented Mr Gerard Jeannin, head of Tokyo operations for Banque Indosuez, which has a corporate loans book of around ¥250bn.

But foreign bankers agree that there is little money to be made directly from lending to Japanese companies. Loans are made only where the borrower is likely to buy other banking services: foreign exchange, treasury hedging products and structured finance.

There is no syndicated loans market in Japan. The exact terms of loans depend on the relationship between borrower and lender. However, bankers said that good quality Japanese corporations were now paying 70-80 basis points over interbank rates for medium-term loans - at least double the levels of the late 1980s.

However, there are no com-

mitment fees standard in the US and European syndicated loans market. Return on capital remains relatively low.

Moreover, bankers said that lending margins had already peaked and are now tightening slightly. As in the UK and US, demand for loan finance is subdued as companies cut investment plans and liquidate financial assets.

In the securities markets, foreign firms have also avoided head-on competition for high-volume business. Instead they have emphasised product diversification, which in most cases is shorthand for building expertise in futures, options and other derivative financial products. Over the past year the strategy has been successful, particularly for firms which have made aggressive use of their own balance sheets for index arbitrage.

In the six months to the end of September, the most profitable foreign securities operations in Tokyo were Salomon Brothers and Morgan Stanley. Both firms are active users of the futures market for index arbitrage trading.

Their results were only bettered by Nomura and Daiwa, the two giants of the Japanese securities industry. For the full year the contrast in fortunes will probably be even greater. All the big Japanese securities firms except Nomura have forecast a deficit.

However, the contrast of styles and trading strategies has created conflicting interests which threaten to sour relations as the Japanese authorities cast around for ways to stimulate the financial markets.

Daily trading volume on the Tokyo stock exchange averaged fewer than 200m shares in February. At the peak of the bull market in June 1989 trading volume reached 1,770m shares a day.

Combined with lower commission charges, the total commission income of brokers in Japanese equities may only be 20 per cent of the level of 1989.

Mr Atsushi Saito, executive managing director of Nomura, estimated cash trading volume of 500m-700m shares a day is required for domestic market participants to break even.

Recent moves to stimulate cash trading volume are likely to squeeze the profitability of many foreign securities firms.

In March, the authorities increased futures commission charges on the Osaka securities exchange, where the Nikkei 225 stock index futures trades.

Mr Hideaki Yamashita, director of international affairs at the Tokyo Stock Exchange, said futures commissions had been raised to iron out volatility in the cash market caused by futures-related trading.

Up to 15 per cent of cash market transactions are now related to index futures trading, which is concentrated in the Nikkei 225 contract. Cash

stocks are bought to hedge short positions taken through index futures, holdings which are unwound as the futures contract expires. Cash volume on the last day of the futures contract is often double the average. In a thin market, these block trades can cause wide movements in the cash index.

The authorities hope that a reduction index futures trading will reduce volatility and help to attract small investors back into the equity market. This is seen as essential by domestic securities firms for trading volume to be restored.

However, foreign firms argue that low trading volume and volatility are factors of illiquidity other than index arbitrage trading.

"The loss of political credibility and the possibility of panic selling are the root causes of low trading volume," commented Mr Bill Thompson, chairman of Salomon Brothers Asia.

Foreign analysts readily admit the differential between cash and futures market commissions is too wide. However, they argue cash commissions should be liberalised to stimulate trading volume.

But there is little prospect of a further reduction or deregulation of cash commissions while the domestic securities firms are facing a severe squeeze on operating income.

In the absence of price competition on commissions, foreign securities firms are trying to maintain profitability by other means. Active use of the derivatives markets is one aspect of this.

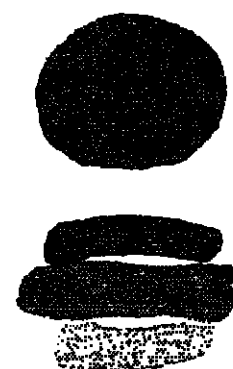
Most foreign firms operating in Tokyo also cite the quality and objectivity of their research as an important competitive advantage.

A recent poll of Japanese institutional investors by Nihon Keizai Shimbun, the financial newspaper, ranked Mr Peter Tasker of Kleinwort Benson the top equity market strategist.

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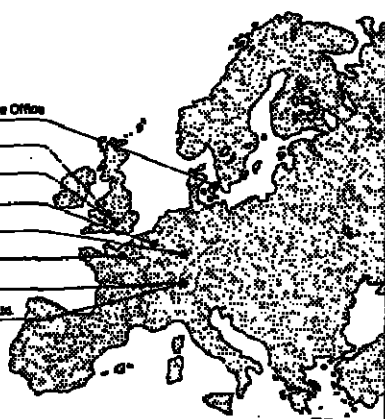
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## JAPANESE FINANCIAL MARKETS 6

Simon London looks at Japanese financial institutions in London

## Centre of European operations

WITH the domestic earnings of Japanese financial institutions squeezed by the worst financial recession for 40 years, international operations provide an increasingly important source of income.

For most Japanese financial institutions London is the centre of European operations. The long-term commitment of leading Japanese banks and securities houses to London is clear from the ambitious, and expensive, new headquarters developments either planned or only recently completed.

For example, Daiwa Securities has commissioned Richard Rogers, the modernist architect of the Lloyd's insurance building in London and the Pompidou centre in Paris, to design a new office building on a freehold site on London Wall, in the heart of the City.

Industrial Bank of Japan, is moving to Bracken House, opposite St Paul's Cathedral and the former home of the Financial Times, another prime City site.

The terms under which IBI is leasing the 200,000 square foot building from Obayashi, the Japanese property developer which paid £130m for the site, is unknown.

However, property analysts expect the rental to be at least £70 a square foot on a 20-year or 35-year lease. This implies

an investment of £14m per year.

Nomura International recently moved into a new 400,000 sq ft building, having bought the freehold to the listed former headquarters building of the Post Office in 1986.

Again the scale of the investment in the original building or the cost of subsequent refurbishment were never made public.

The leading Japanese securities houses are also making investments to break into new areas of business. Yamaichi, the fourth largest securities house, is expected to begin operations as a gilt-edged market maker before the year end, thus becoming the third Japanese firm to make a market in UK government bonds. It is pressing ahead with the investment in spite of warning that it will turn in a pre-tax loss of ¥34bn for the financial year ended March 31.

Nomura and Daiwa are already among the 18 market makers in UK government bonds and have been able to find a niche in the primarily domestic market. Both operated profitably last year. Daiwa Gilt's turning in a £4m profit on a capital base of just £15m.

Japanese firms last year received permission from the Bank of England to take lead

management positions in sterling bond issues, although only for Japanese borrowers. The move was seen as matching recent efforts to open the Japanese securities markets to UK firms.

However, the London operations of the big securities firms have seen at least one important area of business shrink to only a fraction of its former size. International issues of equity-linked bonds by Japanese companies, mostly underwritten and syndicated in London by Japanese securities firms, were one of the great money-spinners of the late 1980s.

In addition to taking a 2.5 per cent underwriting fee on the amount raised, the bonds invariably traded above issue price as investors scrambled to buy paper linked to the booming Tokyo stock market. This presented underwriting firms with a handsome premium.

But the business is now far more sporadic. At the peak of the Tokyo equity market in 1989, a staggering \$63bn was raised from warrant bond issues, mostly by Japanese corporations and mostly underwritten by Japanese securities firms. However, last year new issues amounted to \$26bn, and \$19bn in 1990. The deals are also more likely to trade down from issue price, eating into

the return made by underwriters rather than adding to them.

However, the big securities firms have diversified into new areas of business. In spite of a lacklustre year for the warrant bond market, Nomura and Daiwa were the two biggest underwriters in the international bond market last year, with Yamaichi 8th and Nikko 7th.

With traditional sources of income under pressure, this process of diversification is likely to continue. Mr John Howland Jackson, chairman of Nomura International, said that the company plans to expand its investment banking business, including primary equity market, structured finance and securitisation activity. The company also intends to build up European equity research, distribution and trading business.

"We have no intention of cutting back on existing lines, but we are prioritising the greatest revenue growth areas, which we see as investment banking and the secondary securities business necessary to support that investment banking ambition," he said.

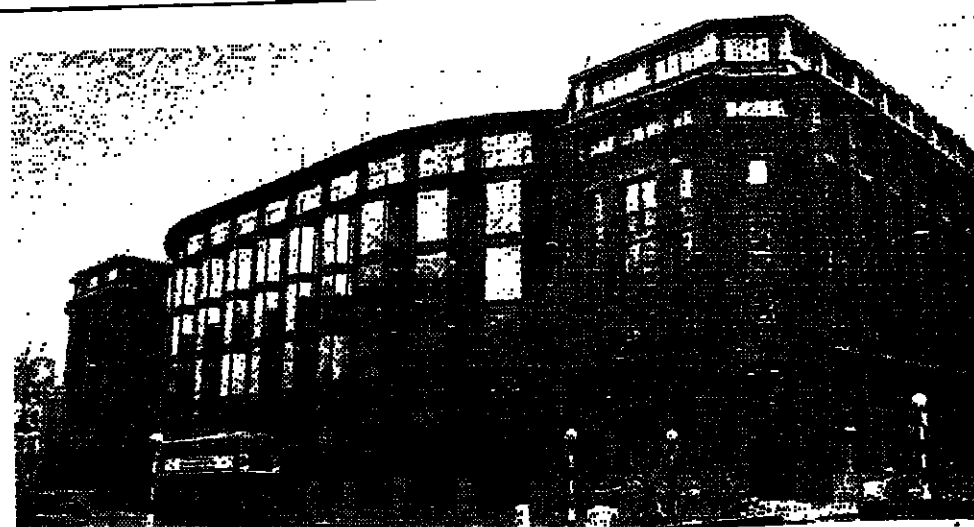
Nomura's appointment as global co-ordinator to the \$500m-£1bn share issue planned by CPA, the aircraft leasing company, underlines the determination of Japanese

firms to gain lead advisory roles for non-Japanese companies.

However, there has been a definite withdrawal by Japanese banks from participation in syndicated loans arranged in London. Officials at big UK clearing banks, which still have a pivotal position in the London loans market, report that the big Japanese banks are still active participants in large, blue-chip financings, but on nothing like the scale of the late 1980s.

In spite of the pressures in the Japanese domestic market, there is no sign yet of an exodus from London by second- and third-tier banks and securities firms. A survey of overseas firms in London by Noel Alexander Associates found three new Japanese securities firms setting up in London for the first time last year. Seven Japanese banks also opened their first London operation in 1991.

However, there are clearly pressures on the profitability of smaller banks and securities firms caused by the weakness of the domestic stock market and slowing domestic economy. In March, Takagi Securities closed its London-based affiliate, the first departure recorded by Noel Alexander, which has data going back to the early 1970s.



Industrial Bank of Japan is moving to the redeveloped Bracken House (above) and Nomura International recently bought the freehold on the former headquarters of the Post Office (below)



## Financial institutions in New York

## New lending cut short

FEW AMERICANS are aware of the growing Japanese presence in their domestic economy. Japan's products have made heavy inroads into the automobile and consumer electronics sectors, much to the chagrin of US manufacturers, who are calling to politicians for help in this election year. Yet the Japanese build-up in the US financial services industry has gone largely unnoticed.

In the state of New York, which accounts for by far the largest proportion of foreign bank activity in the US, Japanese banks now have 55 branches and agencies, according to the latest data, with total assets of \$244.6bn. A further 21 state-chartered trust companies bring the asset total to \$272.1bn. This represents 55 per cent of all foreign bank assets subject to regulation by New York state.

As regulators are quick to point out in the wake of the BCCI scandal, the US assets of one of the big Japanese banks outstrip those of BCCI in its entirety. Bank of Tokyo, which has had a North American presence for more than a century and ranks as the largest foreign bank by any measure, boasts assets of almost \$50bn in the US. The size of its commercial and industrial lending is about 40 per cent larger than the loan book of its nearest competitor.

On Wall Street, the big four Japanese securities houses have earned the respect of their domestic rivals, although it would be wrong to say that they are held in awe. While Nomura and Daiwa hold dominant positions in the underwriting of international bonds, they have remained in the second tier of the US market. Last year, Nomura took 16th place in domestic lead underwriting and Daiwa 19th, according to figures from Securities Data.

Both houses are primary dealers in the US government bond market, giving them a pivotal role in the purchase of government paper by Japanese institutional investors. Nomura, Daiwa and their smaller competitors - Nikko and Yamaichi - have also acted as a major conduit for US investment flows into the Tokyo stock market, even if these have now slowed to a trickle.

Japan's financial emissaries abroad have been unable to escape the economic and political upheavals at home. Even before the recent slide in the Tokyo market cut the value of their reserves, Japanese banks were being forced to cut back international lending to comply with new capital adequacy standards. In the US, where the Japanese share of total bank assets more than doubled in the 1980s to around 12 per cent, new lending has ground to a halt.

Quite apart from their own capital restraints, the Japanese banks have seen the US recession hit hard at their lending activities. In the real estate sector, where Japanese institutions invested heavily during the boom of the late 1980s, the impact on the banks has been particularly severe. Provisions against non-performing US real estate loans have increased substantially.

From June 1989 to June 1990, approximately the last year of the boom, Japanese banks pushed up their US real estate

assets by more than 70 per cent, to just under \$30bn. Among the top 20 foreign bank branches and agencies with most real estate exposure, Japanese institutions located in New York and Los Angeles accounted for all but one, according to figures compiled by American Banker.

The Japanese securities houses are also suffering from the changing climate. Faced with a declining equity market at home, Tokyo institutions are cutting their investments abroad and the flow of funds into the US government bond market is drying up. "We are seeing a fall in volume and a shrinking in margins, even though our business as primary dealers remains profitable", says a spokesman for Daiwa Securities in New York.

With some success, the big four have built stand-alone businesses in the US, reducing reliance on the Japanese market. New York has become a base for cross-border activity in corporate finance, especially mergers and acquisitions, and Nomura has acquired a significant stake in the independent house, Wasserstein Perella.

But the securities houses are also using the US as a testing ground for new financial products that may eventually find their way to Japan. Nomura, once rumoured to be keen on buying the Wall Street firm of Kidder Peabody, then hired the firm's president, Max Chapman, to run its US operations. Chapman has spearheaded a drive by Nomura into derivative products.

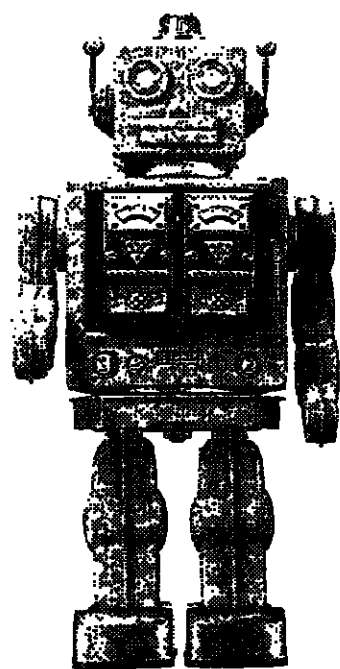
Daiwa's spokesman defines its US business as a "periscope operation", seeking out skills and techniques that could be transplanted to Japan. Commercial paper is one activity already highly developed in the US but still a fledgling business in Japan. Daiwa is also building expertise in asset securitisation, especially in the mortgage area, with an eye on its potential back home.

The Japanese have also made some inroads into the highly competitive business of asset management on behalf of US pension funds. They have been helped by the decision of their international investments, although the securities scandals in Japan have prompted public concern on the part of some pension owners, notably the Californian Public Employees Retirement System, the country's largest.

As for the banks, their hectic growth over the past decade will probably never be repeated. That does not mean their substantial presence in the US will shrink dramatically. New York is too significant a financial centre to allow much reduction in activity and the Japanese also value their local presence.

But others take a more serious view. John Reed, chairman of Citicorp, told executives in Chicago last September that, as a by-product of the fall in the Tokyo stock market, the role of Japanese banks in the international financial system had been virtually eliminated. "They are no longer players (in the system) and one would not expect them to be players again for the next five to 10 years because of this adjustment in the value of their equity portfolios", he added.

Nigel Adam



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## RECRUITMENT

## JOBS: First trial of subsidised self-advertising by unemployed executives was marred by human frailty

## A promising scheme... and what befell it

READERS will doubtless have heard the old joke about all the important things that fell apart because a nail dropped out of a horse's shoe. Well, meet the horse-shoe nail.

Just four weeks ago the FT was preparing to run the first trial of a scheme to help executives who've lost their jobs by providing them with a subsidised market. As first proposed by redundancy victim Peter Laurence, the plan was that employing organisations would be invited to join the newspaper in funding—say, half the cost of a regular advertising space in our pages, in which people out of work could offer their abilities at a commensurately reduced price.

Numerous readers responded to that proposal, some volunteering active help. They included several outplacement and recruitment consultants as well as Streets Direct Marketing which said it would handle the production of the ad free of charge. The trouble was a distinct lack of similarly generous responses from employers.

The only one to offer any help was Bowater, whose chief executive David Lyon said his group would sponsor a one-off trial. It would consist of sufficient space for brief self-advertisements by six jobless executives with skills specifically in

business-development, at a personal cost to them of £50 apiece. The date of the trial was set for the last week of February.

After announcing the project three weeks before, I eventually received submissions of the right length from 43 suitably qualified people. Although the majority were in Britain, there were individuals from Belgium, Germany, Italy, Norway and Spain.

The six to appear were chosen at random, and the advertisement was set up. The arrangement was that it would run at the foot of the page headed by the Jobs column which, on the day, would spell out what was happening beneath. The plans were thus well laid, and ready to run.

At which point I emulated the horse-shoe nail by falling ill.

The Bowater-backed ad ran all right, and generously large it was. But no explanation of it appeared above, which resulted in grievous bewilderment among people who had not read my announcement three weeks before. Indeed the only responses received by two of the half-dozen were from fellow victims

of executive cut-backs, wondering what on earth was going on.

The other four fared at least a little better. The sole overseas candidate, from Italy, had one lead. Another received two, and the remaining couple each had four.

The only thing I can see in their self-ads that might account for the differences is that the pair who were left lead-less offered no foreign-language skills, whereas the better-off quartet all did. Then again, the one speaking the most languages—the Italian with six—received only a single response.

Although even the two who had none have said they still think the scheme was worth a try, I am sorry for marring it and would like to make amends by trying again. Unfortunately, except for Bowater, no employers have shown interest in launching the necessary help. But if any should suddenly be struck with public spirit, I'll let you know.

NOW to the table alongside, giving the latest indicators of management pay in Britain as shown by the two-yearly surveys of the Reward consultancy. The

study just completed was based on information from more than 1,000 organisations of widely varied types, sizes and locations. Anyone wanting the full report, priced at £180, should contact Bill Couldey of Reward at Diamond Way, Stone,

Staffordshire ST15 0SD; telephone 0785 813568, fax 0785 817007.

Although the survey covers six levels of executives, my extracts focus on just one—those placed immediately below director, in the smallest businesses, however, they

may be on the board while doing essentially the same kind of job.

The left-hand two columns of figures refer to the lower quartile manager who would be a quarter way up from the foot of a ranking of all doing similar work. The first

gives the base salary, the second total cash pay including bonuses.

The next four columns relate to the median manager halfway in the ranking, giving the latest salaries and total cash pay, followed by the equivalent 12 months before. Then come the new figures for the upper quartile executive a quarter way down from the top of the ranking. Lastly we have the percentages with company cars.

To allow for pay rises between the collection of the data and April 1, Reward says all cash figures should be upped by 1 per cent, with another 0.5 per cent being added for each further month from May 1 onwards.

Regional variations from the overall median salary of £29,535 were: Higher—London by 18.5 per cent, Scotland 8.4, and south-east England 2.5 per cent. Lower—Northern Ireland by 1.6 per cent, west Midlands 6.9, south-west 8.6, north-west 9.0, eastern counties 10.1, and north-east 10.3 per cent. Variations from the £29,535 by the employing company's sales turnover were: Higher—£100m-plus by 17.5 per cent, and £40m-£100m by 1.6. Lower—£15m-£40m by 8.1 per cent, £5m-£15m by 9.4, and up to £5m by 17.7 per cent.

Michael Dixon

TABLE 1: Compensation of Rank One Executives, 1992									
Rank One - Most senior executive below rank of director in:	Lower quartile		Median			Upper quartile		% with company car	
	Basic salary £	Total money reward £	Basic salary £	Total money reward (Basic year reward) £	(Total year reward) £	Basic salary £	Total money reward £		
Legal advice	32,778	34,465	38,000	37,420	(35,725)	(35,974)	49,950	50,118	81.0
General management	28,882	29,432	34,440	35,640	(31,778)	(32,808)	41,328	45,000	85.1
Company secretarial	28,838	27,045	33,275	34,520	(29,700)	(30,100)	41,718	42,267	80.0
Finance & accounting	27,180	27,322	32,182	33,502	(30,000)	(30,928)	38,185	39,430	85.1
Surveying/construction	25,250	25,900	27,630	28,250	(26,000)	(26,767)	32,351	33,500	90.4
Marketing	26,415	27,129	31,725	32,783	(28,500)	(29,407)	36,474	38,153	85.0
Advertising & PR	26,500	26,500	32,139	32,139	(30,520)	(30,997)	38,500	38,610	73.2
Data processing	25,498	26,195	30,190	30,959	(27,570)	(28,235)	36,320	37,025	82.4
Sales	24,353	25,444	29,740	30,074	(26,858)	(27,500)	35,000	36,000	87.6
Distribution	24,329	25,024	30,250	31,522	(27,864)	(27,972)	36,915	37,500	87.3
Personnel	24,831	25,353	29,560	30,000	(26,433)	(27,000)	34,351	35,117	78.6
Administration	24,943	25,075	28,142	28,430	(27,000)	(27,068)	36,854	38,401	77.8
Scientific/technical dept	24,971	25,050	27,589	28,087	(24,500)	(25,000)	32,858	32,858	75.8
Planning	25,641	25,641	29,301	29,301	(25,900)	(25,945)	34,355	34,355	73.8
Research & development	24,170	24,268	27,250	28,000	(25,452)	(26,000)	32,453	34,388	75.8
Purchasing	23,271	24,247	27,547	28,000	(26,843)	(27,150)	32,331	32,222	85.0
Engineering	23,970	24,651	28,329	28,680	(25,483)	(27,000)	33,501	34,985	80.1
Management services	23,072	23,072	28,585	28,585	(26,615)	(26,718)	33,657	35,261	71.4
Production	21,896	22,050	26,000	26,812	(25,000)	(25,913)	31,135	32,001	79.5
Quality assurance	21,050	21,320	25,593	26,312	(23,658)	(24,118)	30,384	30,562	67.9
All Rank-One execs	24,748	-	28,535	-	(27,200)	(-)	35,385	-	82.3

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Interested applicants should contact Peter Fahy on 071 831 2000 or write, enclosing a full curriculum vitae with details of current remuneration package quoting reference: 2503A, to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

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By Andrew Jack



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WHILE FEW accountants in the UK can be unaware of the upcoming general election, none of the politicians drafting their parties' manifestos seem to be much aware of accountancy. Statements behind the policies, however, show that the issues have not been entirely neglected.

Nothing in the Liberal Democrats' "Changing Britain for good" document nor Labour's "It's time to get Britain working again" even hint at proposals related to the profession or wider issues of corporate governance.

The Conservative manifesto, "The best future for Britain", gets just slightly nearer with a single sweeping statement: "We will back the regulators of the financial services industry in their efforts to achieve high standards while keeping the rule books down to manageable size".

A different story has emerged from interviews during the past few days with Mr John Redwood, the most recent Conservative minister for corporate affairs, Ms Marjorie Mowlam, Labour City spokeswoman, and Mr Alex Carlisle, trade and industry spokesman for the Liberal Democrats. Mr Redwood is cautiously optimistic about many of the changes that have been taking place in accounting - some as a result of legislation driven by his department, some generated by EC requirements.

"I've done what I can do, with the 1988 Companies Act and the development of the generous canopy of self-regulatory bodies created under that," he says. "We don't think the next phase of development is primarily a legislative one. It is the evolution of good practice. Government's role is to provide leadership."

He sees his job as encouraging better corporate governance, through practices such as the creation of audit and remuneration committees and the presence of non-executive directors. He says that legislation would be impractical: "You can't stop non-executive directors being the chairman's friends."

He also rules out preventing accountants from offering other services to their audit clients. He says simply that he has chosen disclosure as an alternative, referring to the existing requirement for audit fees to be published in company accounts, and the new demand from this year to show the fees from non-audit work conducted by the auditor.

Redwood resists the suggestion that he is satisfied with the mechanisms for regulation that are now in place. "We don't want to upheave all the structures again," he says. "We're happy to give self-regulation a run. I don't think we've seen the structures working long enough yet to judge. In a year's time we'll have a better idea of how it's working."

He does not rule out a rejection of self-regulation if it is judged to be not working, and says he has his eye on tightening discipline and review arrangements. "There need to be improvements in timeliness and inclusiveness," he says. "In my own mind, there is no reason to suppose it will fail. There is always the threat of parliamentary intervention if it does."

He stresses that there is "work still to be done", of which the most important issue is the detection of fraud. He argues that the prime responsibility for corporate failure rests with directors. He also says that he would con-

sider "tip-off" legislation to protect auditors and to encourage them to notify regulators if they detect fraud.

Ms "Mo" Mowlam, for Labour, has a cautious agenda, which clearly separates the party's official line from that of her honourable friend on the backbenches, Mr Austin Mitchell, who has been outspoken in his recent calls for the reform of the profession.

"Changes in accounting and auditing are central and very important," Ms Mowlam says. "There are serious problems that do need looking at. But you can't walk in and change everything in two weeks." She says that her views have been formed through discussions she has held "given the

**"We don't think the next phase of development is primarily a legislative one. It is the evolution of good practice."**

limited time and resources you have in position."

She questions Mitchell's calls for the rotation of auditors, the separation of audit and consulting work, and government regulation of the profession. She wants to wait for the outcome of several reviews, including the first year of self-regulation of auditing, and the report of the Cadbury committee on corporate governance.

On improvements to the quality of financial reporting, she says she is happy with the work of the Accounting Standards Board and "quite keen

to give a chance" to Mr David Tweedie, its chairman.

"The ASB as it stands is independent and beginning to work," she says. "I have no doubt of David Tweedie's independence and determination to improve the profession. I have doubts whether the profession is sensible enough to let him do it."

She argues that the independence of accountancy firms is important, but questions the effectiveness of rotating firms of auditors. She says there is little evidence that it reduces fraud and is considering instead periodic rotation of partners within a firm working on any audit client.

She is also unconvinced of the value of "quarantining" audit firms to prevent them conducting non-audit work for clients. She argues that it would narrow the focus of the profession, which could harm its ability to attract recruits and affect its competitiveness in the market for advisory services.

She adds: "I am not going to be cornered into saying I am satisfied with the present system. If things don't change some of [Austin Mitchell's] suggestions will have to be implemented."

What she wants is a review of the definition of fraud, of auditors' liability for its detection and their responsibilities to notify the regulators when it is discovered. She is also considering a requirement for a public statement on a company's internal control systems. She also calls for compulsory audit committees, greater openness among the professional bodies and the presentation of accounts in a way that is compatible with government statistical requirements.

Mowlam stresses that many issues

of corporate governance essentially require a cultural shift, which presents no easy solution and cannot be dealt with through legislation.

The Liberal Democrats' Mr Alex Carlisle is keen to spell out his party's concerns. "We are determined to have a business sector in which people do not have to look for hidden, sinister aspects all the time. We need to clean up accounting. Fraud is not good for business." He sees a need to improve accountancy standards, and is particularly critical of historical cost accounting. "The methods can be very misleading," he says. "They are full of fiction. Accounts tend to be short on explanatory notes."

He questions the wisdom of rotating auditors, and says his party would prefer self-regulation work of the profession. "But we are not convinced it is working terribly well," he says.

The law on auditors' liability needs clarifying, he suggests. "It should be clarified to impose statutory duty to take reasonable care in the preparation of the audit," he says. "Failure to detect detectable fraud should lead to compensation for shareholders and creditors."

Perhaps most significantly, he says: "I would favour an [Office of Fair Trading] examination of the way accountancy is developing." He questions whether the mergers between the public interest, and whether pending law suits threaten their viability. "Accountancy is now concentrated in far too few hands," he says.

The three major party manifestos may ignore accountancy, but the politicians clearly do not. Accountants clearly fail to vote at their peril.

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## CHARTERED ACCOUNTANT

Watts & Partners is a leading independent partnership of property, construction and design consultants.

We require a Chartered Accountant to play a key role in the future growth and development of our business; to report directly to the Chairman of Partners and be responsible for the management and administration of the firm's financial affairs. He/she will also have responsibility for the research, development and promotion of financial management consultancy services to the property and construction markets, both in conjunction with the firm's existing services and in new areas.

The successful candidate will need to have good leadership and motivation skills and be capable of working entirely on his/her own initiative. The position will be based at our Blackheath office. Salary and associated benefits will be fixed by negotiation.

Please apply, in writing only, enclosing C.V. to:

The Chairman of Partners  
Watts & Partners  
11/12 Haymarket  
London SW1Y 4BP.

**W&P**  
WATTS & PARTNERS

## Chief Financial Officer

An important new appointment is to be made following the merger of two enterprises within a major British multinational public company. The businesses turn over £100m, are highly profitable and expanding. They operate internationally.

• **THE ROLE**, reporting to the Chief Executive, is broadly based and includes board membership. Support staff exceed sixty in number. There will be involvement in all aspects of business management.

• **THE NEED** is for a qualified accountant of strong character, with leadership qualities, fully experienced in all aspects of an operating company senior finance function including international Treasury management.

• **PREFERRED** AGE 35 to 45. Salary around £50,000 plus bonus. Base Bedfordshire. Career progression prospects excellent.

Write in confidence, enclosing a Curriculum Vitae, quoting ref: T7475 to:

**TK**

SELECTION

8 Hallam Street, London W1N 6DJ. Tel: 071 580 6113; Fax: 071 631 5317

A DIVISION OF TYZACK & PARTNERS

## Divisional Controller

For a market leader in global financial services employing 11,000 in over 200 locations worldwide.

• **REPORTING** to an operating group Financial Director, and with responsibility for the achievement of high standards of financial planning, reporting, control and project analysis.

• **THE NEED** is for a qualified accountant with an outstanding record and scope for further promotion. Five years relevant experience in a multi-national group is essential; language skills would be an advantage.

• **SALARY** around £50,000 plus benefits; preferred age 30-35; City based.

Write in confidence, enclosing a Curriculum Vitae, quoting ref: T7476 to:

**TK**

SELECTION

8 Hallam Street, London W1N 6DJ. Tel: 071 580 6113; Fax: 071 631 5317

A DIVISION OF TYZACK & PARTNERS

## Finance Manager

Poland

Attractive Package

**Glaxo**

Glaxo is an integrated research based group of companies whose corporate purpose is the discovery, development, manufacture and marketing of safe, effective medicines of the highest quality. Last year, the Group's pre-tax profits approached £1.3bn and, measured by market capitalisation, it is now the largest UK publicly quoted company. With a number of innovative new products currently being introduced, prospects for future global expansion are exceptional.

Anticipated growth within the Eastern European area has now generated the need to augment the management team with the appointment of a Finance Manager for Glaxo's Polish operation. Based in Warsaw and reporting to the General Manager for Poland, the appointee will be primarily involved with the financial management of the company. Specifically, this will encompass the development of existing systems, overseeing the production of monthly management and financial reporting, treasury/taxation advice, and participating in the strategic planning process. In addition, the successful applicant will be expected to contribute to the development of the company through a commercial and practical approach.

This opportunity will appeal to a results orientated qualified accountant, aged 30+ with relevant experience in a commercial organisation. The ability to speak fluent Polish and English is a pre-requisite. Applicants should be capable of demonstrating a record of achievement to date, and possess the ability to liaise constantly at senior levels.

Benefits include an attractive remuneration package, full relocation assistance, company car, and the opportunity to develop a career within this dynamic organisation.

With the opportunities presented by Eastern European markets, Glaxo would also be keen to hear via Walker Hamill, from qualified accountants with relevant linguistic skills, keen to move into similar positions in this area.

Interested applicants should write, in strictest confidence to Jonathan Jones, forwarding a curriculum vitae to our London office quoting Ref: JJ370.

**WALKER HAMILL**  
Financial Recruitment Consultants

29-30 Kingly Street Tel: 071 287 6285  
London W1R 5LB Fax: 071 287 6270

## Computer Audit Manager

Central London

£40,000 - £45,000 + car + benefits

Exceptional Challenge  
with a World Leader



**CABLE & WIRELESS**

Operating in 50 countries and with global revenue of £2.6 Billion, the Cable & Wireless Group is a world leader in telecommunications. Mercury Communications is the Group's main subsidiary in the UK, and is undertaking an extensive programme of Computer Systems development. In response to the increased audit demands that this will generate and significant business growth, we now wish to recruit a Manager for a new Computer Audit function dedicated to supporting Mercury. You will set up the function, and recruit and develop a team to deliver a high quality audit service. The role will include the audit of computers used for telecommunications switching, and is thus exceptionally challenging.

You will have an accounting or IT background and must have had extensive experience in managing major computer audit assignments within a "Big - 5" firm. A breadth of computer systems experience acquired in a complex IT environment is essential as is the production of high quality work within tight deadlines. You will have a practical task oriented approach and the ability and interpersonal skills to communicate at all levels and motivate your team. You are likely to be aged over 30 but must be able to fit into a young team and Company.

The rewards package is excellent and the career development prospects in this worldwide Group are outstanding.

If you match the challenge of this position, then please write in confidence with full career and remuneration details and day time and home telephone numbers to James Forte, KPMG Selection & Search, 2-3 Dorset Rise, Blackfriars, London EC4Y 8AE, quoting Reference 9369/2.

## FINANCIAL CONTROLLER

■ Our client, a market leading engineering group, based in Germany, is seeking to appoint a commercially astute Financial Controller for its UK subsidiary.

■ Reporting to the General Manager and supported by a small staff, the responsibilities include financial/management reporting, budget forecasting/monitoring, and cash/cost management; but you will also have a broader input to the business, identifying and implementing opportunities for profit and cash-flow improvement.

■ A graduate accountant, in your early thirties, your post-qualification experience, probably in a manufacturing or distribution environment, will have included the demonstrably effective use of computer-based management information systems. Open-minded and adaptable, with a commitment to quality, you should be a confident individual, capable of taking the initiative and bringing about change.

■ Besides a high base salary and a car, the rewards include a substantial performance-related bonus, a good benefits package, and the opportunity to join a dynamic and supportive international group.

■ Please send your CV in confidence to: Stan Dickinson, Theaker Monro & Newman, Suite 2A, Joseph's Well, Hanover Way, Park Lane, Leeds LS3 1AB, quoting ref: 1082.

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BREAKFAST

If you wish to attend either of the Free Business Breakfasts, please write to the appropriate office below:

Bristol: Jackie Bressington  
Robert Half, Freepost 38 Wine Street,  
Bristol, BS1 2XK  
(Telephone: 072-225772)

Southampton: Lynne Kelsey  
Robert Half Freepost,  
6 The Carronades, New Road,  
Southampton SO9 1BC  
(Telephone: 0703-23358)

Places at the Breakfasts are strictly limited.

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HALF**  
THE HUMAN FACTOR

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## HOW TO MAKE ACCOUNTANCY RECRUITMENT MORE EFFECTIVE

In Southampton on Wednesday 29th April 1992,  
at The Hilton National, Bracken Place, Chilworth,  
Southampton. 8.15am - 9.30am

In Bristol on Tuesday 12th May 1992,  
at The Grand Hotel, Broad Street, Bristol. 8.15am - 9.30am

This Financial Times Breakfast Briefing is designed for all those involved in the recruitment of Accountants. The talk will be given by Jeff Groux, Joint UK Managing Director of Robert Half, and will cover:

- CHARACTERISTICS OF THE CURRENT ACCOUNTANCY JOB MARKET
- WHAT ACCOUNTANTS ARE LOOKING FOR
- ACCOUNTANCY SALARIES
- WHERE TO ADVERTISE AND HOW
- MAKING THE INTERVIEW MORE EFFECTIVE
- THE ROLE OF RECRUITMENT CONSULTANCIES

A specialist in accountancy recruitment for more than 10 years, Jeff Groux is a frequent contributor to various newspapers and journals on the subjects of job hunting and recruitment. A regular speaker, he has been a guest on numerous radio and television programmes. He has advised many companies on how to improve their recruitment process and has presented in-house recruitment seminars and interview workshops for companies such as Marks & Spencer, Vickers, Guinness, Lloyds Bank, Standard and Banque Paribas.

Michael Spedding, Group Financial Controller, MAI plc 'An excellent presentation on recruiting Accountants in today's job market.'

Graham Coulson, Personnel Manager, MEPC plc 'Valuable and enjoyable.'

Ian Freeman, Financial Controller, Black & Decker 'Very good, well expressed seminar which was definitely worth attending.'

Jim Whitfield, Director of Financial Services, British Steel plc 'Time well spent, very useful refresher course. Excellent.'

Peter Knight, Group Chief Accountant, Willis Corroon 'Most impressed. I look forward to the next one.'

Carmel Ryan, Personnel Manager, Lyons Tolley 'Very useful, even for Personnel.'

Cathy Knapp, Staff Development Manager, Chantry Vellacott 'Not just enjoyable but extremely informative.'

Richard Piper, Director, UK Finance, Logica 'Both entertaining and informative.'

## Service Sector

## PLANNING & SYSTEMS ACCOUNTANT

Central London

to £30,000

One of the fastest growing groups of the 80's, our client is now a global leader in its field.

This demanding new central role, working with the Group Corporate Planning Manager, has two distinct aspects. The systems element is a hands-on role, encompassing responsibility for enhancing and supporting various financial control and reporting systems. Planning includes responsibility for developing and controlling group strategic models and assisting in the consolidation, reporting and analysis of budgets and long-term plans. It is an obvious platform for career development within the group.

With a record of high academic achievement, applicants will have a strong grounding in financial systems together with management accounting and analytical experience gained in a major group. Aged mid/late 20s and probably, but not necessarily, qualified accountants, they should be adaptable, result-orientated achievers able to function under pressure.

Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/22/F.



VI

## INTERNAL AUDITOR

## INTERNATIONAL FOREIGN BANK

Salary up to £30,000 + Car + Banking benefits City Based

An overseas International Bank are looking to recruit an Auditor to be based within their London branch.

Candidates will be responsible for undertaking Scheduled Internal Audits of all banking operations in accordance with a risk rating system. They must possess the ability to work on their own initiative and be able to meet deadlines. The functional reporting line will be to the Chief Auditor, based in Head Office.

He or She will be a Chartered Accountant with up to 5 years of post qualification experience some of which will ideally have been gained in a banking environment. An understanding of the risks inherent in Treasury Products would be a definite advantage. Preferred age is under 30.

If you are interested please apply in writing with full CV to

PO Box A455, Financial Times, One Southwark Bridge, London SE1 9HL.  
Closing Date 24th April 1992

## FINANCE DIRECTOR

C £42,000 + CAR + BONS

## CENTRAL LONDON

This expanding UK subsidiary of an established US Group has grown rapidly within the highly competitive field of specialist consultancy. With a large blue chip client base including Governments and multinational corporations, our client is committed to strengthening its position for future growth in the UK and mainland Europe.

As a consequence of this growth they are now seeking a Finance Director to help manage the day-to-day business of the Company. Reporting to the Managing Director, you will be required to co-ordinate and manage

all areas of finance and administration as well as providing strategic input.

Specific responsibilities will include the management of a small finance team, strict financial reporting, budget planning, tax and accounts for the Group's Paris office.

The successful candidate will be a graduate qualified accountant with at least three years' commercial experience preferably gained in a service industry. He/She must have excellent man-management and

communication skills as well as the ability to understand the demands of working for an American organisation.

The position also offers some travel to the USA + France. The ability to speak a second language would be an advantage but not essential.

For further information call Giles Daubney on 071-379 3333 or write enclosing a copy of your curriculum vitae to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP. All enquiries will be treated with the strictest confidence.

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS AMSTERDAM PARIS

FINANCIAL CONTROLLER  
Insurance Services

City c. £35,000 + benefits

My client, a long established professional services partnership employing several hundred people, is the market leader in its field, providing a highly respected international insurance management service.

An opportunity has arisen for a well qualified accountant to join the head office team as financial controller.

Apart from routine budgeting, management and annual accounting, responsibilities will include financial control and reporting for overseas offices, payroll, improving and implementing computer facilities and contributing to the exploitation of business expansion opportunities in the UK and overseas. Some travel will be required.

The role demands flexibility and involves a high degree of contact with the non-accounting professionals at all levels throughout the firm. It is anticipated that success in this role will lead to the financial directorship of a subsidiary business within three years.

Preferred candidates will be graduate chartered accountants in their 30's with strong professional, interpersonal and communication skills as well as experience relevant to this business. Up to date spreadsheet skills and the ability to produce and present high quality work will be prerequisites.

Please apply, with a full cv, to Douglas G Mizon FCA, FIMC, Arlington House, St Albans Road, South Mimms, Herts EN6 3PH (fax 0707 49266).

MIZON EXECUTIVE



## EDP Auditor

Canadian Imperial Bank of Commerce is one of the largest North American Banks and operates in many of the world's major financial centres across a range of activities including Treasury Products and Corporate Banking. Through our subsidiary Wood Gundy Inc we are active in the Fixed Income, Equity and Swap markets. An excellent opportunity has arisen for an EDP Auditor to join the high profile inspection team based at our European Head Office at London Bridge.

The ideal candidate will be an ACA with at least two years EDP audit experience, particularly new system development audits, gained either within a banking environment or in the profession. Preference will be given to candidates who can demonstrate sound knowledge of Investment Banking products. Ability to develop and maintain audit interrogation software is also required. The role will entail the auditing of data centres across Europe and in London and providing proactive guidance on controls within systems under development.

We are seeking a self-motivated flexible individual with excellent communication and interpersonal skills. In return we offer a competitive remuneration package including full banking benefits.

Please send a full C.V., together with details of your current package to Susan Humphreys, Personnel Department, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 2QL.

Canadian Imperial  
Bank of Commerce

## FINANCE DIRECTOR

Industrial Manufacturing £35,000, Car, Bonus North West

A dynamic and versatile Finance Director is sought for this £11m turnover Company which is a manufacturer and distributor of sealing products for a wide range of industrial applications.

Apart from the usual management accounting, financial accounting and company secretariat duties an initial key task will be to introduce new computer based reporting and control procedures to ensure more effective management of such areas as cash, stocks, costing/pricing and debtors.

Probably aged 35-40 you will be a chartered accountant and show a proven successful track record in a commercially-orientated manufacturing environment. Naturally a high level of computer literacy and systems awareness is required.

This is seen as a senior position in an expanding Company and the successful candidate will have the flair and maturity to make a significant contribution to the direction of the business at Board level.

Applicants should send a complete CV, including details of current remuneration, and quoting reference A1109/FT to:

The McGallan Partnership, 3 St. Michael's Court,  
St. Michael's Lane, Derby DE1 3JD

MCGALLAN  
PARTNERSHIP

Business Success Through People

## Chief Internal Auditor

c.£50,000 + EXECUTIVE PACKAGE

## MAKE A PERSONAL IMPACT ON A £MULTI-BILLION BUSINESS

No-one doubts that a reliable, cost-effective railway network is crucial to the UK's economic growth in the nineties. Within the industry, this promises to be a decade of accelerated regeneration, made possible by massive capital investment and growth in demand for our services.

The sheer size and scope of our £4 billion business, employing some 135,000 people, gives the Internal Audit function a unique ability - and responsibility - to influence our development in what is a fast-changing business environment.

That is the level of challenge which faces our Chief Internal Auditor. In this high-profile role - reporting directly to a main board member - you will enjoy all the resources and management support you need to extend the audit team's reputation for providing a quality service in such a logistically complex operation.

Managing six audit groups across the country, you must have good communication and motivational skills, plus the imagination and persuasive ability to drive through new ideas of your own. Your professional qualification, intellectual strength and experience in a similarly complex industry should enable you to make key business decisions, as well as successfully lead and develop your people.

Your salary will reflect that responsibility and be supported by a senior executive benefits package, including car, BUPA, pension scheme and free travel in the UK and throughout Europe.

To find out how you could have the power to influence change at British Rail, write with full career details to Julian Drury, Recruitment Manager, British Railway Board, Euston House, 24 Eversholt Street, London NW1 1LE.

British Rail - working towards equal opportunities.



## BUPA

## Head of Financial Accounting

## Central London

BUPA is the clear market leader in health insurance in the UK and the largest provider of independent health care facilities. A far-reaching strategic review has recently taken place to ensure that the organisation maintains its pre-eminent position.

An exciting opportunity has arisen for an accomplished finance professional to become Head of Financial Accounting within the Membership Division, which has a turnover of £640M.

This is a high profile appointment which reports direct to the Divisional Managing Director. Working closely with senior line management and leading some 60 staff, the appointee will be responsible for all accounting and internal control functions. The key objective will be to instil rigorous financial discipline throughout the business, based on high quality information systems, to ensure the integrity and timeliness of all financial reporting.

ACA-qualified and probably in their mid 30s, candidates should have several years' finance management experience within a high volume, transaction-oriented environment in the service industry, ideally insurance or financial services. Outstanding technical proficiency and first-hand experience of implementing sophisticated financial controls and information systems are essential. Key personal attributes include excellent communication abilities, well developed analytical skills and a 'hands-on' approach.

In addition to the advertised salary, the remuneration package includes significant performance-related bonus, contributory pension scheme, car and BUPA. Career development opportunities within this rapidly changing and fast-moving group are excellent.

Interested applicants should write, enclosing a CV and details of current remuneration, to Roger Howell at the address below, quoting reference number 1061.

ST. JAMES  
ASSOCIATES

MANAGEMENT SELECTION

32 OLD BURLINGTON STREET, LONDON W1X 1LB FAX: 071-287 2821. TELEPHONE: 071-287 2820.  
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Richard Jones on  
071-873 3460

Teresa Keane on  
071-873 3607

Alison Prin  
on  
071-873 3607

Philip Wrigley on  
071 873 3351

FINANCIAL TIMES

## Service Sector

GROUP  
FINANCIAL  
ACCOUNTING

c£35,000 + car

Our client is a substantial British group quoted on London and overseas stock exchanges. A successful programme of acquisitions has established it as a world leader in its market. It is highly profitable and continues to grow.

As a member of a small high profile team based in Central London, this challenging role will cover group and subsidiary company statutory accounting responsibilities; the co-ordination and initial review of subsidiaries' tax computations and a variety of special projects.

Applicants should be high calibre graduate qualified accountants aged c27/32, ambitious self-starters with proven computer and analytical skills, able to demonstrate a record of achievement both professionally and academically.

Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/21/F.

Self in 1/10

## Treasurer

### A major new treasury appointment

To £40,000 + Benefits

Central London

Our client is a well-known, quoted Plc with annual turnover in excess of £1 billion, and substantial assets.

Continued growth of the business now requires the appointment of a Treasurer, reporting to the Group Finance Manager, to take responsibility for managing and developing the treasury function. Key tasks will be to arrange and manage funding operations, to strengthen relationships with the financial community, to establish and implement appropriate risk management strategies, and to develop treasury operations to meet the needs of the company.

Probably a graduate, you will be a qualified treasurer with experience in

the management of a UK corporate treasury function. You will have an in-depth knowledge of the London banking and money markets, and will have arranged and implemented borrowing and risk management programmes.

An attractive salary will be supplemented by a benefits package which will include a car and a contributory pension scheme. If you wish to be considered for this appointment, please write - in confidence - enclosing a CV and details of current remuneration to Douglas Austin, Ref 7233, MSL Group Limited, 32 Aybrook Street, London W1M 3JL. Telephone 071-487 5000.

**MSL International**  
CONSULTANTS IN SEARCH AND SELECTION

## Financial Analyst

West London

£30,000

+ £7,000 car allowance

+ Excellent Benefits

**Glaxo**

Dynamic management coupled with innovative development and marketing strategies has been effective in making our client, Glaxo Holdings p.l.c., a world-wide leader in ethical pharmaceuticals, producing excellent results with a superior performance in the FTSE 100 index. From this sound base, there are exciting prospects for future growth.

The Management Information and Financial Planning Department has identified a need for an additional financial analyst as part of a small head office team.

Responsibilities will be varied and challenging. They will involve preparation of the Group business plan and numerous projects including company plan and forecast reviews, competitor analysis, new product evaluations and on-going systems development.

Candidates will be graduate qualified accountants or MBAs with one to two years' post-qualifying experience and well-developed pc skills. Exposure to large international groups is desirable. The ability to communicate effectively at all levels and to display sound business acumen is of equal importance. The rewards include an attractive remuneration package including a non-contributory pension, company car allowance and the opportunity to develop an outstanding career based entirely on merit.

For further information in strictest confidence contact Jonathan Jones on 071-287 6285 (evenings and weekends on 081-464 0927). Alternatively, forward a curriculum vitae to our London office quoting ref: JJ350.

Any applications submitted directly to Glaxo by third parties will be forwarded to Walker Hamill.

**WALKER HAMILL**  
Financial Recruitment Consultants

29-30 Kingly Street  
London W1R 5LB

Tel: 071 287 6285  
Fax: 071 287 6270

## Finance Director (Designate)

East Midlands

Based in rural Northamptonshire, our client is a rapidly growing private company involved in the factoring and manufacturing of fast moving consumer goods. Operating from a greenfield start with modern plant, turnover will reach £15m in this, the third year of operation, and this level of growth is planned to continue by targeting markets both at home and abroad. They now seek an aspiring Finance Director to supplement their strong management team, delivering further expansion, whilst maintaining tight financial and working capital control.

The position carries responsibility for six staff, and reports to the Managing Director. Particular emphasis will attach to: administration, systems and management reporting developments.

c £40,000 + Car + Benefits

cost control and justification, maximisation of asset utilisation and the prudent management of foreign exchange issues.

The successful candidate will be a qualified accountant, probably aged 30-40 with experience of an FMCG manufacturing industry. Capable of managing rapid growth both at a systems and a strategic level, you will be a proactive self-starter. Strong interpersonal skills will include the ability to be forceful at board level whilst retaining good team relations.

If you are attracted to this outstanding 'ground floor' opportunity, then apply to Oliver Howl BSc ACA, Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST, quoting reference OH130.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## Finance Director

Black Country

£30-35,000 + Bonus + Car

Our client, a substantial division of a UK based PLC is engaged in the drop forging and castings industries operating from three West Midlands locations. The group has demonstrated steady profits and earnings per share growth over recent years, a trend which is expected to continue.

Recent rationalisation and restructuring leaves the division poised to exploit any economic upturn, as and when it comes. It is within this environment that a qualified accountant aged circa 35-45 is required, to assist the management team in achieving its goal of maximising efficiency and profitability.

Reporting operationally to the Managing Director and functionally to the Group Finance Director, you will be required to demonstrate 'hands-on' experience, and be responsible for

the full finance and MIS functions, including some 20 staff, and will also play a leading role in the commercial development of the division.

Commercially aware with an innovative, self confident nature you will be able to demonstrate an ability to both suggest and implement change. Experience of the evaluation of major capital projects will be needed as well as tight financial and cash control.

If you believe you meet the criteria to deliver in this demanding environment, please apply enclosing a curriculum vitae and current salary details to Oliver Howl BSc ACA, Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST, quoting reference OH129T.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## Finance and Planning Manager

East Midlands

to £35,000 + Car + Benefits

Our client is an autonomous sales, marketing and distribution subsidiary of a \$1.6 billion turnover US Group.

Despite the current economic climate, the company, although already a worldwide market leader in its field, is committed to achieving further substantial growth and market share by continued product enhancement and innovation.

Reporting to the Finance Director the successful applicant will lead a team that is responsible for the ongoing development of new sophisticated systems which will provide improved management information to the US parent and subsidiary board. Particular emphasis will be placed on the individual's

contribution to the planning and forecasting process.

It is within this environment that a qualified accountant, aged 32-40, is required to join a highly motivated management team in achieving the corporate objectives. A strong personality and first class communication skills are prerequisites, as well as significant planning experience gained within a fast moving consumer market.

If you have the appropriate skills and experience, write enclosing a current curriculum vitae and quoting reference number PK142 to Paul Kinsey ACMA at Michael Page

Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

**Reebok**

## Manager -

International Treasury

North West

Reebok is a highly successful organisation engaged in the global merchandising and distribution of high quality athletic footwear and apparel. They occupy an excellent competitive position and are well placed to take advantage of future opportunities.

To achieve more effective treasury management and control of the group's resources it has been decided to create a new position of Manager, International Treasury. Specific areas of responsibility will include the development of treasury systems, the management of banking arrangements and foreign exchange exposure along with the maintenance and development of external relationships.

Candidates, aged 32-40, should be experienced treasurers, MCT, with expertise in banking, foreign exchange and cash management. In addition you will need to demonstrate a commercial outlook coupled with the interpersonal skills necessary to make a contribution at a senior level within a fast moving international environment.

Interested applicants should write enclosing curriculum vitae, to Stephen K Banks ACMA, Regional Director, Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Please quote reference: M14844.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## FINANCIAL CONTROLLER

Essex

£60,000 + bonus + car + benefits

This is an excellent opportunity for a high-calibre qualified accountant to participate in the growth of a new but already very successful company.

Since its launch in 1983, this organisation has expanded rapidly to become a well-known name in the UK retail sector, with 85 outlets producing a turnover in excess of £60m. Currently privately owned but enjoying significant institutional backing, it is poised for further growth in the UK and abroad and looks towards a UK Stock Exchange listing within the foreseeable future.

As Financial Controller, you will also become Company Secretary on joining and will initially work closely with the Finance Director in running all aspects of the finances

of the organisation, with the intention of taking over from him within a year. You will then take the company through flotation and beyond.

In such a rapidly growing retail organisation, emphasis will be placed on a hands-on approach to both management of the finance function and participation in the general running of the business. To be considered, you must be aged 35-45 and have at least five years' commercial experience within a retail or FMCG environment and strong technical ability. Excellent managerial and interpersonal skills must be complemented by a high degree of commercial awareness.

In addition to a competitive salary, a generous bonus scheme and a full range of benefits will be provided.

To apply, please send full cv to Patrick Johnson, Ref: 5644/PJ/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR.

**PA Consulting Group**

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Executive Recruitment • Human Resources Consultancy • Advertising and Communications

## Financial Controller

c.£35,000 plus performance bonus

Midlands

Our client is a privately owned well established Continental European manufacturer and distributor in the fmcc sector. The business is international and products are marketed through both directly owned national subsidiaries and designated agents. The products are well established in the UK and the next stage of the UK market development will be the creation of a wholly owned subsidiary. As part of this continuing policy to extend the business, this appointment will contribute to the final planning steps, then as a senior member of the team to implement the plan. The location of the business will be in the Midlands, but the site has not yet been chosen.

The Financial Controller will report directly to the Managing Director of the UK subsidiary, who will be appointed from the parent company. The responsibilities will cover all financial management aspects of the company including adherence to the parent company's reporting requirements. Key tasks will be the selection and implementation of a computerised accounting system, the appropriate recruitment and development of the finance

department and responsibility for the negotiation and subsequent control of terms and conditions with major customers.

To be considered you should be a qualified accountant, already experienced in the management of a finance department, preferably within the fmcc sector. Experience establishing finance and IT functions would be relevant. A proven ability to provide well disciplined, firm yet creative financial management for commercially successful ventures will match the demanding management style of our client.

Please send career and personal details, stating whether you would relocate and including current remuneration, quoting Ref CA 378 to Carrie Andrews at Ernst & Young Corporate Resources, Becket House, 1 Lambeth Palace Road, London SE1 7EL.

**ERNST & YOUNG**



VIII

## FINANCE AND STRATEGY MANAGER

International Services Operations

to £50,000 + car + benefits

M4 Corridor

Our client is a successful £200 million international service company and market leader in its field. Supported by a small HQ team, your routine accountabilities will include consolidations, accounting policies, budget and forecasting development, business analysis and review. This tactical insight will facilitate a close working relationship with the Finance Director on wider strategic issues, such as financial restructuring and acquisitions. Success in managing these wider issues will lead progressively to a head of finance role.

Candidates will be qualified graduate accountants aged about 35, experienced in managing a broad-ranging finance team, ideally in a major contracts-driven service organisation in the IT industry. The key personal qualities will be an enquiring mind, a practical no-nonsense style, and an ability to understand the business strategy and alliances needed to implement major change. Please send your CV, quoting Reference 892 to Alan Brown, at the address below.

MKA MANAGEMENT CONSULTING LIMITED  
Tectonic Place, Holyport Road, Holyport,  
Maidenhead, Berks SL6 2YE  
Telephone: (0628) 798015  
Fax: (0628) 798136

**MKA**

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## Finance Director Engineering Services

Circa £37,000 + Car

Humberside

This £20m turnover company, part of a publicly quoted group, is a market leader in its specialist field of engineering services. Its success to date has been built on a reputation for achieving high quality project implementation and end delivery.

The company has achieved rapid growth and is entering a period of planned development with the objective of increasing market share and profitability. With an extremely healthy forward order situation and well established customer base, the potential for growth is excellent in an active and relatively buoyant market place.

Reporting to the Managing Director and heading a small team, the Finance Director will take full responsibility for ensuring that there are highly effective financial management controls in place. As a member of the senior management team, the person appointed will be expected to make a significant contribution to the future strategy and direction of the business. Key tasks will be to:

- provide timely, accurate and high quality management information;
- review and introduce improved internal control procedures where necessary;
- initiate and develop strong financial support to the business.

Probably aged between early 30's and early 40's, the ideal candidate will be a chartered accountant with a successful record of working within industry. A background in the engineering service or contracting industries will be advantageous. The person appointed will need to display a strong commercial and practically-oriented approach combined with a confident and highly resourceful manner.

The attractive remuneration package will include a profit-related bonus scheme.

Interested applicants should write, enclosing a detailed CV, to Philip Gardiner at the address below, quoting reference 91204N.

**ST. JAMES ASSOCIATES**

MANAGEMENT SELECTION

PARK HOUSE, 6 KILLINGBECK DRIVE, YORK ROAD, LEEDS LS14 6UF FAX: 0532 484852. TELEPHONE: 0532 351007.  
A GKR Group Company

## Senior Financial Analysts

Major International PLC

to £35,000

Based • Central London • S E Midlands

This successful and progressive international PLC is composed of a diverse range of companies, all operating within the same market sector. A leader in its field, our client enjoys an excellent record of continuous, profitable growth and stability.

Two high calibre Senior Financial Analysts are now required, one to be based at the Company's central London head office and the other to be located at a major subsidiary in the Midlands.

Both roles will have a heavy management accounting emphasis. Specifically, the responsibilities will include: preparation of budgets; detailed variance analysis; capital expenditure monitoring; financial modelling; and the analysis of new products and working methods. There will also be the opportunity to work on a variety of ad-hoc projects.

These appointments will appeal to fully qualified accountants, probably in their mid-twenties/late thirties, who have gained broad financial experience within a sophisticated company environment. Computer literacy, combined with above average analytical skills and an energetic, proactive approach are essential attributes for success.

For those with ambition and the drive to succeed, there are excellent opportunities for career progression. A generous remuneration package will be negotiated which includes assistance with relocation, where necessary.

Please write, with full career details including current salary. List separately any companies to whom your details should not be sent. Ian White, Ref FT 323, MSL Group Ltd, 32 Aybrook Street, London W1M 3JL.

**MSL International**  
CONSULTANTS IN SEARCH AND SELECTION

## CHANGING THE FACE OF COMMERCIAL MANAGEMENT

- £ multi-million market leader in contract-driven international business services.
- Committed to major change programmes - business support, systems, controls, attitudes.

### COMMERCIAL MANAGER

to £40K + bonus + car

\* N/Midlands (Ref 893)

#### Critical tasks

- Integrate and manage a sales administration process, from pre-bid to collection of receivables.
- Define and implement a new generation of business systems, controls and disciplines.
- Build and motivate a team of c 20 staff via Regional Support Managers.
- Influence total business performance.

#### Qualifications

- Over 35, ideally a qualified Accountant, managing a finance/commercial team.
- Ability to create change in strategic context.
- Contract-orientated service business background eg: IT, defence.
- High energy team player, creative, good communication skills, computer literate.

Please write with full CV, quoting preferred reference, to Alan Brown, the client's advising consultant, at the address below.

MKA MANAGEMENT CONSULTING LIMITED  
Tectonic Place, Holyport Road, Holyport,  
Maidenhead, Berks SL6 2YE  
Telephone: (0628) 798015  
Fax: (0628) 798136

### 2 REGIONAL SUPPORT MANAGERS

to £28K + bonus + car

\* North West (Ref 894)

\* M4 Corridor (Ref 895)

#### Critical tasks

- Effective financial, commercial and sales administration support for regional management team.
- Implement major new computerised systems.
- Influence changes in reporting systems, forecasting, budgeting, asset management, credit control and costing systems.

#### Qualifications

- Aged 27 - 35, with at least five years' management accounting and commercial management experience.
- Practical approach to achieving change and results in contract-orientated service businesses.
- Self-starting, inquisitive, flexible, computer literate.

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## Financial Accountant

South Manchester

£28,000 + Car

Our client is a manufacturing company that is a key and integral part of a recently formed international industrial conglomerate. The company, of c£10m, has achieved substantial efficiency improvements over the last few months and this, coupled with its profitability and international recognition as a brand leader within its field, positions it superbly for further developments and growth.

As a part of these continuing improvements and developments, a Financial Accountant is now required who will report to the Finance Director and work closely with other members of the management team. The role will focus on improving financial and management accounting by the use of sophisticated PC networking, cash flow/credit control management and ad-hoc information reports on such matters as acquisitions and profit analysis etc. The new appointee will be a vital link between the company and the industrial holding conglomerate.

Candidates will be qualified accountants, aged late 20s/early 30s, who can bring a positive "shirt sleeve approach" to this ambitious organisation. Good PC skills, technical accuracy and an ability to satisfy tight deadline reporting are essential. For those who are keen to develop their careers, this is an excellent opportunity to progress.

Please write enclosing a full curriculum vitae quoting ref: 653 to:  
Philip Cartwright, FCMA,  
22 Bramcote Road,  
London SW15 6UG  
Tel: 081-788 2622

Interviews will be held locally.

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

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STEPHANIE  
COX-FREEMAN  
071 873 4027

## FINANCIAL CONTROLLER

c £40,000

LONDON

Our client, one of Europe's most powerful companies, has recently identified a requirement for a Financial Controller to operate within their UK treasury department.

The department is run as an autonomous profit centre, consequently applicants for this position must demonstrate the strong technical skills required to implement financial controls and systems appropriate to the continued success of the business. As this is the number one finance role the successful individual must possess the strength of character to liaise with senior management and external parties.

It is likely the successful individual will be a Chartered Accountant with a minimum of three years experience gained in the treasury function of a major corporation. Familiarity with the use of financial instruments, cash management activities and netting processes is essential. The successful candidate should possess the potential to grow with the organisation which is young and dynamic, it is therefore likely they will be aged between 28 and 33.

Please write, enclosing full CV to Ronnie Sull  
(Executive Selection Division)

**RICHARD JAMES ASSOCIATES**

PREMIER HOUSE, 10 GREYCOAT PLACE, LONDON SW1P 1BS.  
TELEPHONE: 071 222 8888, 071 222 8037/8. FAX: 071 233 1758. TELE: 081 941 3808

### INTERNAL AUDIT MANAGER

Package c £30,000

Sun Life of Canada, one of the world's largest life assurance companies with assets under management worldwide in excess of £30,000 million, has a vacancy for an Internal Audit Manager.

This is one of the two most senior positions reporting to the Director of Auditing and will entail the responsibility for co-ordinating the audit strategy for major systems developments to the highest professional standards.

This is a highly technical role and the successful candidate will require the ability to direct and carry out audits of major systems developments and to demonstrate a broad understanding of business principles, investment, marketing and sales, personnel as well as accounting and finance.

He or she will preferably be QICA/CISA qualified and have the experience and maturity to motivate and lead other professionals (internal and external) and to communicate innovative or corrective action both to audit and other departments within the company.

This is an important senior appointment and attracts a generous salary and benefits package including mortgage subsidy, company car, non-contributory pension scheme, free lunches and flexible working hours. Relocation assistance will also be provided where appropriate.

Please apply in writing in the first instance enclosing your CV to Mrs Eileen Clapham, Employment Advisor, Sun Life of Canada, Basing View, Basingstoke, Hants RG21 2DZ. Telephone 0256 841414.

**SunLife  
of Canada**

### RELDAN

FINANCE DIRECTOR

Circa £35 - 40,000

RELDAN the well known fashion company established over 50 years require a Financial Director. The Company has recently changed its emphasis from manufacturing to Fashion marketing and retailing. We are looking for an efficient and dynamic candidate to join a strong management team to participate in the exciting developments taking place.

The successful applicant should be between 35 and 45 years of age, with at least 23 years experience as a Financial Director in a medium sized company. Experience to include detailed budget preparation, cash management, prompt production of monthly management accounts together with acumen for dealing with external suppliers, customers, financial institutions and auditors. The person must be able to function as a hands-on manager and at the same time effectively communicate with management and others.

Please reply enclosing career details in confidence to the Chairman, Reldan Limited, 30 Wellington Road, High Wycombe, Bucks HP12 3QD

EAST MIDLANDS

c £55,000

## Director of Finance

This privately owned \$120 million turnover food processing group has been outstandingly successful in its sector. An acknowledged market leader, its success is firmly based on product and service excellence. Substantial capital investment has produced facilities which are the envy of their competitors in the UK and Europe and they are now also seeing the benefits of product diversification in the 1980s.

As Finance Director you will bring a new level of financial control and discipline to the business. You will also provide an informed business perspective on all issues facing the group in a role which is at the same time strategic and very hands-on.

Probably aged in your mid to late 30s you will be a qualified accountant with experience of leading the financial development of a significant organisation. Strengths in management accounting backed by systems literacy is essential, as is the ability to help influence substantial change without destroying

the culture which has created such a successful business. Most importantly you must be a team builder and player with an innovative approach to problem solving and the ability to make a broad commercial contribution.

The salary indicated above should not deter exceptional candidates from applying as there is flexibility in the remuneration package to accommodate such a person.

Please send full personal and career details, including current remuneration level and daytime telephone number, to David Owens, Coopers & Lybrand Deloitte Executive Resourcing Limited, 43 Temple Row, Birmingham B2 5JT quoting reference D420.

Coopers & Lybrand  
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